

**AN INVESTIGATION OF EMPLOYEE RELATIONS MANAGEMENT AND
ITS EFFECTS ON EMPLOYEE PERFORMANCE AT THE NAMIBIAN
CORRECTIONAL SERVICE**

A THESIS SUBMITTED IN PARTIAL FULFILMENT

OF

THE REQUIREMENTS

FOR

**THE MASTER OF BUSINESS ADMINISTRATION MANAGEMENT
STRATEGY DEGREE**

OF

THE UNIVERSITY OF NAMIBIA

BY

SAARAI KAUNAPAWA KALILI

200320068

APRIL 2021

SUPERVISOR: DR PAUL N. ACHA-ANYI (WALTER SISULU UNIVERSITY)

ABSTRACT

This research investigates the effects of Employee Relations Management (ERM) on employees' performance at the Namibian Correctional Service (NCS). The study was conducted at the Correctional Facility for the district of Windhoek, known as Windhoek Correctional Facility (WCF). The main ERM components observed in this study include Human Resources Practices, Communication, Trust, Shared Goals and Values. In terms of these practices, the study examined the importance of these ERM components at the Namibian Correctional Service, its challenges and the influence of employee empowerment through ERM organisational performance at the Namibian Correctional Service. A quantitative exploratory, descriptive research allowed the researcher to determine facts, do statistical analysis and present findings on employee relationship management. The data collection instrument used was a questionnaire and 187 of the instruments were distributed to the employees (males, females) at the Windhoek Correctional Facility. Due to the COVID-19 pandemic, the physical distribution of the questionnaires was disapproved by the NCS to avoid the risks of contracting and spreading of the virus amongst the employees. As a result, the questionnaires were administered online to reach the selected respondents. Based on the outcomes from the questionnaire, it was found that eighty-eight (88) questionnaires were valid for analysis. The results of the study show that ERM components have a positive effect on employees' performance, even though the ERM components were regarded as not very important by the NCS. Thus, with regards to the ERM, there is still a need within NCS to build and enhance relationships as well as reinforce the commitment to improve employees' performance. In terms of importance, the study discovered from the survey that communication was regarded as less important followed by Trust and then HR practices. This was also detected as the order of the challenges impacting the implementation of ERM at the NCS. Thus, the study recommends that the NCS should provide open and transparent communication which will lead to motivated employees and good performance. The organisation should improve communication with the employees through exchanging ideas, feelings and opinions with management. Further studies should link ERM to employee motivation.

TABLE OF CONTENTS

ABSTRACT	ii
LIST OF FIGURES	vi
LIST OF TABLES	vii
ABBREVIATIONS	viii
ACKNOWLEDGEMENT	ix
DECLARATION	x
Chapter 1 : INTRODUCTION.....	1
1.1 Introduction	1
1.2 Background of the study	1
1.3 Statement of the problem	3
1.4 Research objectives.....	4
1.5 The significance of the study	4
1.6 Limitation of the study	5
1.7 Delimitation of the study.....	5
1.8 Summary	5
Chapter 2 : LITERATURE REVIEW.....	7
2.1 Introduction.....	7
2.2 Theoretical Review	7
2.2.1 Employee Relationship Management Models	9
2.3 Empirical Review.....	18

2.4 Conceptual Framework	22
2.5 Research Gap	24
2.6 Summary	25
Chapter 3 : RESEARCH METHODOLOGY	27
3.1 Introduction	27
3.2 Research Design.....	27
3.3 Population	28
3.4 Sample.....	29
3.5 Research Instruments	30
3.6 Data collection procedure	30
3.7 Data analysis	31
3.8 Research Ethics	31
3.9 Summary	33
Chapter 4 : RESULTS AND DISCUSSIONS	34
4.1 Introduction	34
4.2 Demographic Information.....	35
4.2.1 Union Membership	35
4.2.2 Number of years Employed	36
4.3 Importance of Employee Relations Management Practices.....	37
4.3.2 ERM: Communication	42
4.3.3 ERM: Trust	48

4.4 ERM Influence of Employee Empowerment.....	53
4.5 Challenges Impacting ERM.....	59
4.6 Discussion of Findings.....	63
4.7 Summary.....	66
Chapter 5 : CONCLUSIONS AND RECOMMENDATIONS.....	69
5.1 Introduction.....	69
5.2 Conclusions.....	69
5.3 Recommendations.....	71
5.4 Proposed Future Studies.....	72
REFERENCES.....	73
APPENDICES.....	83
Appendix I: Questionnaire.....	83
Appendix II: Demography of the Study.....	87
Appendix III: Permission Letter from NBS.....	91
Appendix IV: Authorisation Letter to conduct the study at WCF issued by NCRST.....	92
Appendix V: Language Editing Certificate.....	94

LIST OF FIGURES

Figure 2-1: Employee relationship management model	16
Figure 2-2: Conceptual framework	23
Figure 4-1: Employees joining a trade union	35
Figure 4-2: Number of years employed	36
Figure 4-3: Fair selection and recruitment process	38
Figure 4-4: Transparent and objective rewarding system	39
Figure 4-5: Managers seek to strengthen and expand relations with employees	40
Figure 4-6: Managers continuously communicate with employees	42
Figure 4-7 Clear delivery of work engagement	44
Figure 4-8: Manager accepting criticism from the employees	45
Figure 4-9: Obtaining feedback from employees	46
Figure 4-10: Fair treatment with no discrimination	48
Figure 4-11: Manager's decisions considering employees	49
Figure 4-12: Managers taking employee opinions into account	51
Figure 4-13 Managers appreciating employees who perform their tasks properly	53
Figure 4-14: Work engagement and empowerment	54
Figure 4-15: Emotionally, physically and cognitively to engage in their daily work	55
Figure 4-16: Responsibility of providing for the needs of the employees through proper training and team building	57
Figure 4-17: Perceived Importance of Employee Engagement	58

LIST OF TABLES

Table 4-1: Challenges Impacting ERM.....59

ABBREVIATIONS

ERM	Employee Relations Management
HRM	Human Resource Management
HRMT	Human Relations Management Theory
NCS	Namibian Correctional Service
RM	Relations Management
TPPS	Training Policy of the Public Service

ACKNOWLEDGEMENT

This research is dedicated to my sister Ms Martha Kathithileni Kalili, who has been a point of reference with regards to my tertiary studies and has been encouraging me a lot to study further. She also has been a person who has been assisting in my personal life, where I have been experiencing failures.

DECLARATION

I, Saarai Kaunapawa Kalili, hereby declares that this study is my own work and is a true reflection of my research, and that this work, or any part thereof has not been submitted for a degree at any other institution.

No part of this thesis/dissertation may be reproduced, stored in any retrieval system, or transmitted in any form, or by means (e.g. electronic, mechanical, photocopying, recording or otherwise) without the prior permission of the author, or The University of Namibia in that behalf.

I, Saarai Kaunapawa Kalili, grants The University of Namibia the right to reproduce this thesis in whole or in part, in any manner or format, which The University of Namibia may deem fit.

Signature: 

Date: 07/04/2021

CHAPTER 1 : INTRODUCTION

1.1 Introduction

This study focuses on the influence of employee relations practices on organisational performance in the public sector in Namibia. This chapter is providing background information on the topic, statement of the problem, significance of the study and objectives of the study. Justification of the study, scope and limitations of the study are also included.

1.2 Background of the study

According to Kathuria and Porporino (2015) the Namibian Correctional Service (NCS), which was previously known as the Namibian Prison Service (NPS), has a primary mandate as the custodian for offenders legally put under its charge under the Ministry of Safety and Security. The mandate of the Namibian Correctional Service (NCS) is to protect the public while assisting offenders to prepare for a law-abiding return to the community (NCS, 2011). To achieve this, the NCS must employ people who can accurately assess the risk and needs of offenders and exercise a risk management response such as custody and structured community support (Kathuria & Porporino, 2015).

In 2015 the NCS reported that 4 209 correctional officers and 112 staff member positions have been unfilled since 2014 (NCS, 2015). NCS is a public entity that does not have its Human Resource Management (HRM) policies that allow the management of Employee Relationship Management (ERM) is governed by the Public Service

Commission policy, which is the custodian of the Namibian government under the Public Service Commission Act, 1990 (Act 2 of 1990).

The NCS employees' such as medical officers, registered nurses, counsellors, case management officers, education officers, religious care officers, occupational therapists, rehabilitation specialists and psychiatric nurses are guided by the Public Service Commission (Lindeke, 2014). The Namibian Correctional Service report has indicated that there is a need to improve the welfare and morale of its staff members due to the poor relationship between the employers and the employees (Naukushu, 2014). The ERM practices are affected by different organisation strategies and policies put in place to govern HRM (Tjivikua, 2017).

The Training Policy of the Public Service (TPPS) of Namibia guides the different government institutions on how staff members are an essential asset and therefore wishes to encourage them to develop skills, competencies and abilities for the benefit of the Public Service (the Republic of Namibia, 1999). The Human Resource Development Policy Framework (HRDPF) for the Namibian Public Sector including the NCS is there to ensure that there is a relationship and an assessment of personality and abilities that help employees perform effectively in their current or future jobs when employees are developed (Iikela, 2018). However, the policies available from the Public Service Commission does not stipulate the ERM practices that are required to ensure that the working relationships of the staff members within public sector organisations are not poor, as this might affect the performance of the public sector. The lack of ERM practices is challenging the management of the relationship between employees and the

employer. This study, therefore, investigates the current ERM practices that are being implemented at the NCS how they affect the performance of the NCS and address the challenges. Poor employee relations hinder the overall workflow of an organisation and it damages an organisation's reputation (Bacong & Encio, 2017). It is a common complaint among the public servants in Namibia that public service institutions are poorly managed (Iikela, 2018; Tjivikua, 2017).

1.3 Statement of the problem

The NCS under the Ministry of Safety and Security is dedicated to contributing to public safety by way of administering court-imposed sentences of offenders. This goal is achieved through the various employees of the NCS such as correctional officers or prison guides. Employee relationship management is central in ensuring that employees perform their duties optimally. This requires that managers and staff in general acquaint themselves with prior knowledge of Employee Relationship Management and established practices. However, employee relationship management appears to be dysfunctional as evident in the frequent summons by lawyers of the correctional officers as strikes actions do not take place at the NCS and different disputes that are recorded with the labour court between employees and their supervisors (Iikela, 2018).

Furthermore, Bacong & Encio (2017) assert that poor relationship management in the work place could lead to stress, low morale, low job satisfaction and less commitment on the part of the employees which in turn inhibits the performance of the organisation.

Thus, this study investigates employee relationship management practices at the NCS and the impacts on employee performance in the organisation.

1.4 Research objectives

This study aims to investigate ERM practices and its effects on employee performance at the NCS with the study focus at Windhoek Correctional Facility (WCF). The following sub-objectives guided the research:

- 1) To identify the ERM practices that the NCS consider in improving employer and employee relationships.
- 2) To investigate how employee empowerment through ERM practices influences organisational performance at the NCS
- 3) To identify the challenges that are impacting the implementation of ERM practices at the NCS.

1.5 The significance of the study

The overriding purpose of this study is to investigate the influence of employee relations on the performance of NCS. Studying the ERM practices that the NCS consider in improving employer and employee relationships is important in identifying the ERM practices that are better at managing relationships in an organisation as well as how these practices influence the performance of the NCS. The study also looked at the challenges that are currently hindering the implementation of the ERM practices. Therefore, the result of this research study provides relevant information to policy makers and employers on ERM practices within the public sector. Furthermore, the study also provides additional information on the importance of strengthening employee-employer relations in the public sector for interested researchers.

1.6 Limitation of the study

The research uses a quantitative research design with structured questions where the respondents are limited to optional responses that are formulated by the researcher. These limitations are likely to affect the research findings as results cannot always represent the actual situation on the ground. Some respondents' might not be willing to divulge information and be truthful with information due to its sensitivity. However, the researcher will provide written assurance to the respondents that the given information will be handled confidentially, and the information is only going to be used for academic purposes. Moreover, the respondents were not required to provide their names, and this means that the respondents were anonymous.

1.7 Delimitation of the study

This study will confine itself to surveying only the employees at the Correctional Facility, which is in Windhoek and known as the Windhoek Correctional Facility. The research attempted to understand issues surrounding employee relations practices in view of conflict resolution, employee empowerment, employee compensation, employee voice and their influence on organisational performance in the public sector.

1.8 Summary

This chapter showed that employees are the focal point in the success of every organisation. The background of the study in this chapter has alluded that if employees work together and share good relationships with their employers, they can achieve their tasks much faster. Therefore, managing employee relationships is essential and valuable

to organisational success and to attain a competitive advantage, and that's why the next chapter is providing more evidence in this regard. The literature review section also looks at why it is necessary to have healthy relations amongst employees and employers in the organisation as this can lead to employees being motivated to become more productive.

2.1 Theoretical Review

The Herzberg studies were conducted from 1957 until 1971 by Frederick Herzberg at the Western Electric Hawthorne Works in Chicago. Herzberg's study consisted of two phases: the first phase (1957-1961) led to the discovery that satisfaction largely influenced performance. Herzberg put up a group of employees in a laboratory of work samples in the Hawthorne plant that included mechanical and electrical work. Herzberg's study led to the discovery that satisfaction is not based on Herzberg's studies but that people are already motivated and the workplace is not just a place to work. Herzberg's study also led to the discovery that satisfaction and performance are not directly related but a complex relationship which affects their satisfaction and performance. Herzberg and Wexler (1977) findings were based on their study in Chicago.

CHAPTER 2 : LITERATURE REVIEW

2.1 Introduction

The literature review is composed of three components namely theoretical review, empirical review, and conceptual framework. The theoretical review explains the theories that underpin the study in terms of ERM and how it fits into Human Resource Management, employee relationship management models, and employee relationship management components used in the study. Further, the empirical review documents the results of the most recent closely related studies that relate to the ERM, as well as identifying the similarities, gaps, and contradictions in such studies. Last, but not least, the conceptual framework shows how employee relations and performance.

2.2 Theoretical Review

The Hawthorne studies were conducted from 1927 until 1932 by Professor Elton Mayo at the Western Electric Hawthorne Works in Chicago. Professor Mayo examined work conditions and productivity (Mayhew, 2017). Mayhew (2017) further added that the conclusion of the research led to the discovery that relationships largely influenced productivity. Being part of a group or team affected the performance of each employee as the researchers noted that it increases motivation and productivity. Busse and Warner (2017) argue that the remarkable studies about human relations based on Elton Mayo's studies are that people can clearly understand that the workplace is not just a place to earn money, but a complex social system which affects their satisfaction and productivity. Busse and Warner (2017)'s findings were based on their study at Google.

The Human Relations Movement (HRM) originated from Dr. Elton Mayo's Hawthorne studies. The movement stated that personal development and growth, as well as employee goal setting, are essential for effective organisational growth (Mulatu, 2018). King (2016) discussed that one of the features of the Human Relations Movement is participative management, which means that individual employees should be involved in the decision-making process. Banerjee (2012) is of the idea that participative management in HRM is only possible with the involvement of individual employees in most crucial roles that result in effective decision-making as the employees are aware of how they might be affected by the decisions made. Chand (2017) argues that all mutual influence between the employer and the employee is developed when people work together and not to try to control people, but it is better to control the situation together.

As the title implies, Human Relations Management Theory (HRMT) is centred on human interactions and relationships. Karanja (2011), who analysed the Elton Mayo theory, states that employees are motivated far more by relational factors such as attention than by monetary rewards. Muldoon, Benedickson, Bauman and Liguori (2019) added that Elton Mayo believed that all early management theories only focused on how money affects employee performance even though there were more factors that influenced how employees behaved and performed at work. HRMT was introduced by Professor Elton Mayo with the aim of proving the significance of employees in enhancing productivity in contrast to machines (Perry, 2017). Orence (2018) added that this theory was also developed to address the problem that was faced by Taylor's 'scientific management theory' as it looked at humans as machines.

According to Mayhew (2017) employees are considered as the main assets of the company in terms of their skills and their performance. They are regarded as a valuable resource, essential for the organisation's success. Taylor and Mayo introduced the Scientific Management and Human relations theories, respectively to help the employer to increase the productivity of the workplace (Booth & Erskine, 2016). The focus of the human relations movement is on the human and social dimensions of work (Banerjee, 2012). HRMT emphasises the employee as a human being and should be treated as a unique resource with feelings and that can contribute differently to the success of a business, unlike a machine (Chand, 2017).

2.2.1 Employee Relationship Management Models

The Thomas-Kilmann model was designed by Kenneth Thomas and Ralph Kilmann to illustrate the options used when resolving conflicts (Mabunga & Mabunga, 2019). Garcia, Gonzales and Orence (2018) explained that accommodating requires a manager to work against their own goals, objectives, and desired outcomes. This behaviour is appropriate when people realise that they are in the wrong or when an issue is more important to one side than the other. Koley and Rao (2018) added that this conflict resolution style is essential for preserving future relations between the parties.

Mulatu (2018) explains that avoiding, means, you are not helping the other party reach their goals, and you are not assertively pursuing your own. Mabunga and Mabunga (2019) noted that avoiding takes the form of diplomatically sidestepping an issue or postponing a problem until a better time or simply withdrawing from a threatening

situation. Collaborating is where the employer partners or pairs up with the other party to achieve both of their goals (Batool, 2016). Batool (2016) further added that this conflict resolution option means being willing to believe that when two parties are at loggerheads, it is possible for both sides to come out with what they want and develop conflict resolution skills based on mutual respect, willingness to listen to others, and creativity in finding solutions to conflicts.

Mohapatra and Mishra (2018) argued based on the Conger and Kanungo model of Employee Empowerment (EE). They argued on the model's relational elements, such as delegation of authority, engaging employees in decision-making and sharing information and resources; are conditions that may support and enable the empowerment process. Wangila and Kiiru (2019) define empowerment as a process of enhancing feelings of self-efficacy amongst organisational members through the identification of conditions that foster powerlessness and through their removal by both formal corporate practices and informal techniques of providing self-efficacy. In the process, they include diagnosis organisational conditions that are responsible for feelings of powerlessness, techniques to remove some of the circumstances leading to helplessness, providing subordinates with self-efficacy information, subordinates' feeling of being empowered, and behavioural effects of empowerment (Wangila & Kiiru, 2019).

Taneja, Pryor and Toombs (2011) argue that individual employees need recognition and appreciation from individual employees within the workplace. Employees are considered as the main assets of the organisation in terms of their skills. Hence, Human relations theory suggests that single employee should be respected and treated well as

this links with high organisational productivity (Muldoon *et al.*, 2019). The significant difference between scientific management and human relations theory was that human relations theory recognised that social factors were a source of power in the workplace (Chand, 2017). Banerjee (2012) explains that this means that the manager should encourage the formation of a communication channel with employees individually and with informal groups and then follow a relations-oriented rather than a task-oriented style of leadership. According to Kim, Park, Cameron, Meadows, Ott, and Xiao (2017), communication is the exchange of messages between people for the purpose of achieving common meanings. Unless standard definitions are shared, managers find it extremely difficult to influence others. Verbal communication is the written or oral use of words to communicate, and both written and oral communications are pervasive in organisations (Pavlenko, 2019). Generally, employees are more positive when receiving positive feedback. On the other hand, receiving negative feedback is usually more complicated.

According to Taneja, Pryor and Toombs (2011) the movement also emphasized the fact that positive motivation is derived from team goals as greater production can result from encouragement and positive reinforcement from employers. When comparing Taylor's 'scientific management theory' and Mayo's 'Human Relations theory', one of the differences is that Taylor believes that incentives are used to motivate employees while Mayo stated that organisational output is determined by the human relations at work and not by the economic and technological conditions of the workplace (Chand, 2017). It means that if the co-operation and the relationship in the workplace were good, then the

employee will be more motivated to do their work and produce more than expected. Herzberg's motivation-hygiene theory argues in full support of Mayo's 'Human Relations theory', although it argues that monetary incentivisation is only enough for low-interest workers but not high-interest workers (Ford, 2019).

According to Aithal and Kumar (2016) in the 1950s and 1960s, Douglas McGregor developed the Theory X & Theory Y Management Theory, by arguing that the average human being is lazy and self-centred, lacks ambition, dislikes work, and longs to be told what to do. According to Bojadziev, Stefanovska-Petkovska, Handziski and Barlakoska (2016) the first category known as Theory X explains that managers have a negative view of their employees and believe that employees need to be forced or coaxed into working. Bojadziev (2016) further added that in Theory X Managers, tend to micromanage with the belief that employees will not motivate themselves to complete their work. Paramboor and Ibrahim (2018) link this theory back to the scientific management theory and its focus on the output above employee development and input.

On the opposite side of the spectrum, Aithal and Kumar (2016) argue that Theory Y managers believe that employees are inherently motivated to work. Naim and Lenka (2018) supported Theory Y Managers as they are of the opinion that it values the importance of helping employees thrive by providing opportunities for learning and development. This is an indication that Theory Y is focused on the idea of team versus independent work, as this was also mentioned in Mayo's theory by Chand (2017). McGregor's theory also argued that an environment that advocates for teamwork paired with an emphasis on individual professional development produces better results and a

healthier work environment (Wangila & Kiiru, 2019). Thus, Theory Y has been adopted by more progressive management intellects that follow Elton Mayo's human relations approach, and it continues to prove its relevance and is still present in today's business world (Gandolfi & Stone, 2017).

According to Bouzenita and Boulanouar (2016) Abraham Maslow developed the Hierarchy of Needs model in the 1940-50s, and the Hierarchy of Needs theory remains valid today when it comes to an understanding of human motivation, management training, and personal development. According to Senarathne (2020) McGregor's Theory Y did not completely work because it ignored the needs individuals had. Maslow used his hierarchy of needs theory to explain human motivation. The five levels of needs, according to Maslow, are physiological needs, safety needs, needs of belonging, esteem needs and self-actualisation needs. Maslow believed that people could not fulfil the higher needs of esteem and self-actualisation without fulfilling the basic physiological and safety needs of an individual first.

Victor Vroom developed the expectancy theory of motivation. It is based on outcomes. Vroom surmises that effort, performance, and motivation must be linked. He proposes three variables: valence, expectancy, and instrumentality. Expectancy is the thought process that, increased effort will lead to better performance. Instrumentality is the belief that you will be rewarded for hard work, and valence is the significance of an individual place on an outcome. Vroom's theory is based on perceptions of equity or fairness in the workplace. An organisation can provide two types of reward: extrinsic and intrinsic

(Bonache & Zárraga-Oberty, 2017). Khan, Waqas and Muneer (2017) noted that the mix of extrinsic and intrinsic rewards provided by the employer is termed as the reward system. The monetary or economic element of the reward system is the formal and informal mechanisms by which employee performance is defined, evaluated and rewarded.

Sanjeev and Surya (2016) noted that in 1959, Frederick Herzberg, a behavioural scientist proposed a two-factor theory or the motivation-hygiene theory. Sanjeev *et al.* (2016) continued to explain that Herzberg developed this theory to explain that there are some job factors that result in satisfaction while other job factors prevent dissatisfaction. Herzberg's factors identified by Rahman, Akhter and Khan (2017) includes quality of management, safety, status, relationships, company, working conditions and company policies as necessities to keep employees satisfied. Motivational factors, like advancement, achievement, recognition, job interest and responsibility are needed in order to motivate employees to a higher performance level.

There are various models such as the Theory X and Theory Y models as well as the Human Relations Management model that are related to employee relationship management and its components. This study focuses on variables which relate to employee performance as postulated by Ackon (2018, p.15) as shown in the Figure 2-1. According to Ackon (2018) there are different factors that is used to either increase or decrease employee motivation. These components as depicted in Figure 2-1 Corporate Communication, Teamwork and Human Resource (HR) Practices such as Training, Compensation, Performance appraisal, Career development, Safety and health, Job

design, Coaching and Labour relations. Ackon (2018) 's view is that when these components or factors exist in great measure, employee motivation will be high, and this will allow an organisation to perform better. This study considered how factors such as compensation, training and corporate communications among others, influence employee motivation, as well as the extent to which this takes place within the NCS. The underlying assumption of the study is that good employer-employee relations make employees satisfied, which in turn makes them treat their customers well and eventually lead to higher performance.

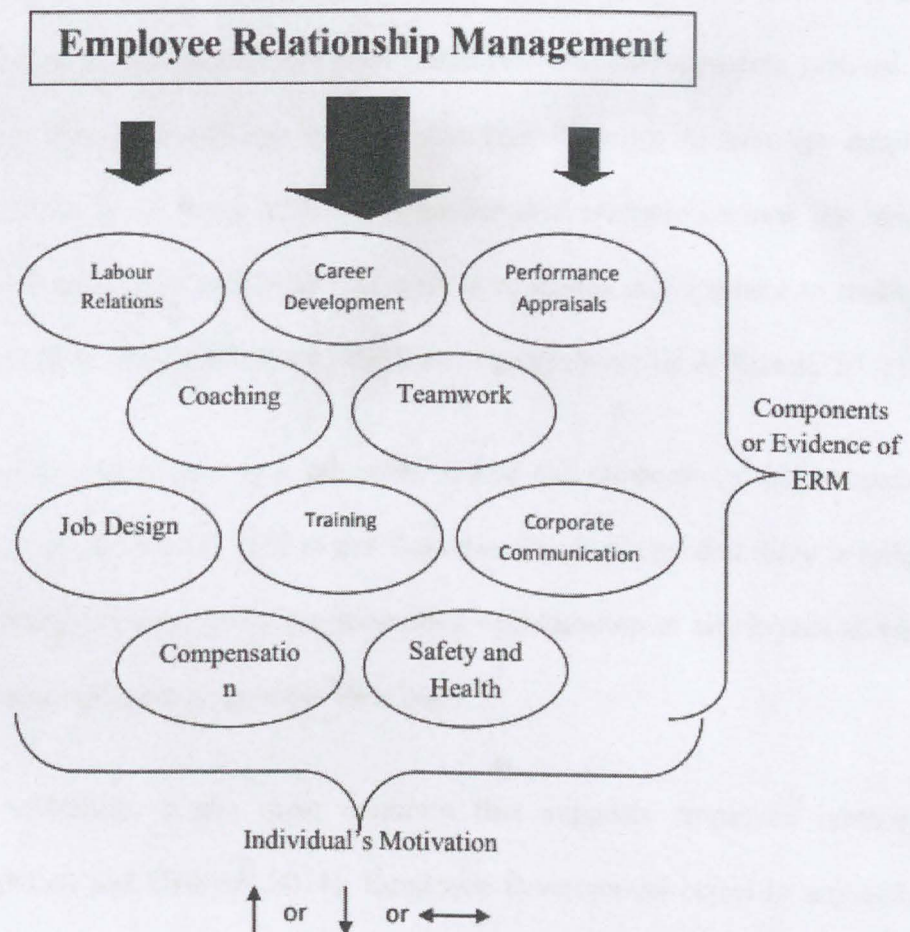


Figure 2-1: Employee relationship management model

Source: Adopted from Ackon (2018, p.15).

According to Al-khozondar (2015) communication is critical to establishing strong employee relationships. Managers must be committed to communicating regularly and honestly with employees about the issues that affect their work. The more open organisations can be, the more likely they are to establish strong relationships that lead to increased loyalty and productivity among employees and decreased turnover and dissatisfaction (Khan, 2017). There is a need to look at how organisation managers and supervisors such as the NCS communicate with staff members. Muthoka (2017) added that the communications channel the staff members must communicate upward with their managers shows everything that organisation is doing to manage employee relationships. ERM is all about effective organisational communications for building employee confidence, trust, and loyalty as well as to enable management to realise the potential of the skills and knowledge within their organisation (Rai & Pareek, 2012).

Communication is acknowledging a culture of respect and connectivity that is needed in the workplace. Chaudhry *et al.* (2011) and Banerjee (2012) found that there is indeed a positive correlation between providing promotion opportunities to employees as well as motivating these employees to give out their best.

Employee development is the most common that supports employee relationship management (Kuzu and Özilhan, 2014). Employee development refers to any effort to improve current of future employees' skills, abilities, and knowledge (Aswathappa,

2008). Training and development“ have a significant positive impact on employees“ job satisfaction (Garcia, 2005). Thang and Buyens (2008) stated that training and development lead to superior knowledge, skills, abilities, attitudes, and behavior of employees that ultimately enhance excellent financial and non-financial performance of the organisations. In this era, organisations are facing tremendous challenges due to globalization. To deal with these challenges, organisations have to invest in human capital to increase their skills and knowledge. Today human Resources have become an important asset for the organisations. Organisations can enhance the performance of employees by providing them effective training that in turn increase the productivity (Vlachos, 2009). Trainer can be internal, or external but external trainer can be more effective than internal (Lim & Ling, 2012)

Mohapatra and Mishra (2018) found that leadership empowerment and team empowerment were not significantly related to organisational performance. Mohapatra and Mishra (2018) further looked at different empowerment dimensions such as power, decision making, creativity, skill, and creativity and found out that decision-making was the most important dimension of empowerment but unfortunately although they do not link it with performance.

According to Perry (2017) employees need to feel safe and comfortable in the workplace. Therefore, organisations need to build policies that focus on employee’s well-being that will help create a supportive and welcoming culture. It is important to ensure that there is no discrimination in the organisation as it brings about a toxic work environment. Employees need to feel they are in a safe space where employees feel supported by

allowing for more positive relationships. According to Busse and Warner (2017) it is important to build conflict resolution guidelines so that leaders can be responsive and equipped to act immediately. Therefore, managers need to develop policies by preventing micromanaging as well as unrealistic expectations (Berhane & Zewdie, 2018). There is a need to treat employees as equals and providing a warm welcome sets a good tone across the company.

2.3 Empirical Review

It is widely accepted that employee makes up the most important part of an organisation as they provide the potential to enhance the organisation's sustainable competitive advantage. An organisation such as NCS can achieve a competitive advantage and reach its goals by adopting an efficient usage of its Human Resources (Batool, 2016). Most of the previous empirical studies have established a relationship between human resource management practices and firm performance (Kim & Bae, 2017; Sanjeev & Surya, 2016). According to Subramanian (2017), employee relations as a human resource management concept is one of the techniques perceived for improving employees' performance and enhancing organisation performance in the organisation. Employees are the indispensable asset and key element of gaining competitive advantage of any organisation and good relations is an essential tool for its actualisation (Oluchi, 2013).

ERM can be interpreted as a specific field of Human Resource Management (HRM) adopting different methods and practices to regulate the relations between companies with staff to enable companies to achieve their goals (Jing, 2013). ERM is also defined as a process that companies use to effectively manage all interactions with employees to ultimately achieve the goals of an organisation (Oluchi, 2013). Human resource

management can play an important role in building strong employee relationships as they can conduct activities that allow employees to work with each other as well as managers (Onyango, 2013).

The Literature reviewed indicates that features of employee relations practices are related closely to organisational performance. Mayhew (2017), Bojadziev (2016) and Bojadziev (2016) argue that human resource management practices can improve employee performance by promoting positive attitudes; increasing employee skills and their abilities to do their jobs; increasing motivation and providing employees with expanded responsibilities so that they can fully utilise their skills and abilities.

Busse and Warner (2017) argue that, based on their study conducted at Google, people do understand that the workplace is a complex social system which affects their satisfaction and productivity.

Batool (2016) in his study on the effects of organisational conflict management practices, found out that these practices support the goals for the group and improve the group's performance. Lai (2016) found out that poorly managed conflicts create negative interpersonal relationships that reduce the quality of service and hinders the ability to obtain meaningful outcomes. Researchers have noted numerous studies of conflict resolution bringing positive results (Koley & Rao, 2018; Mabunga & Mabunga, 2019; Orence, 2018). According to Sanjeev and Surya (2016) based on Frederick Herzberg's model, a behavioural model; when it comes to conflict, there is a need for managers to

work against their own goals, objectives and desired outcomes as this behaviour is very rewarding when people realise that they are wrong.

Onyango (2013) explored the relationship between employee empowerment, service quality and market orientation and concluded that it had a significant effect on the quality of service provided by the employees. Mayhew (2017) revealed that power-sharing was successful in predicted team performance. Wangila and Kiiru (2019) in their research found out that the respondents were not certain about when and where empowerment was influencing organisational outcomes.

Busse and Warner (2017) examined the relationship between performance-based pay and organisational performance and found a positive relationship between the two. Chand (2017) studied the relationship between compensation practices and perceived employee performance & found a positive correlation. Rahman Akhter and Khan (2017) found a significant relationship between organisational outcomes and performance-related pay. Kirsten and Du Toit (2018) found a significant relationship between organisational financial performance and recognition, bonuses and incentivised pay. Rai and Pareek (2012); Kim *et al.* (2017) reviewed literature analysing communication and concluded that there is a link between employee communication and performance. However, Smith, Patmos and Pitts (2018) found that lateral communication was a weak predictor of job performance and overall organisational performance.

From the literature reviewed, conflict resolution, employee empowerment, employee compensation, and employee voice practices viewed in different dimensions have an

influence on organisational performance. However, some researchers have contradicting findings coupled with a different scope of this study and that underlines the importance of this research. The research has proposed to adopt various theories and models including the Thomas Kilmann model; Human Relations theory and Employee relations theory to analyse conflict resolution practices and theory X and Theory Y to analyse employee empowerment practices; Expectancy Theory of Motivation; and Herzberg's Two Factor and Motivational Theory to analyse employee compensation; and Maslow's Hierarchy of needs theory to analyse employee needs.

It has been very important for managers to know what practices influence organisational performance for them to take appropriate steps to initiate them (Al-khozondar, 2015). According to Kuzu and Özilhan (2014) performance is equivalent to the famous 3Es (economy, efficiency and effectiveness) of a certain programme or activity. However, according to Khan (2017) organisational performance is the organisation's ability to attain its goals by using resources in an efficient and effective manner. Perry (2017) defined organisational performance as the ability of the organisation to achieve its goals and objectives. Organisational performance is determined by a broad range of factors, and some can be evaluated quantitatively, while others require a qualitative analytical approach (Muthoka, 2017). Several factors affect performance and most significant of these are the complementary factors of production as well as technology/innovations, institutional back-up, workers motivation, the quality of labour, and environment (Anyawu, 2003). Muthoka (2017) provides a framework that separates the factors affecting individual productivity into five distinct, but interacting, sets of variables.

These are individual physical characteristics, psychological, sociological variables, technological variables and system variables.

2.4 Conceptual Framework

Good employee relations create a pleasant atmosphere for employees, which can increase their motivation. Increased employee morale can lead to an increase in workers' performance as well. Organisations investigating in employee relation programs may experience an increase in performance which leads to an increase in profit for the business (Berhane & Zewdie, 2018). In the research conducted by Pulakos & O'leary (2011) it was identified that employee relations practices followed in the organisation had a direct effect on the performance of workers in the organisation. Employees with a higher level of satisfaction with the existing organisation practices are more productive and resistive towards changing the current organisation. In a similar way, the research conducted by Kuzu and Özilhan (2014) and Al-khozondar (2015) also revealed that improving the employee relations practices of an organisation can improve the performance of employees and thereby the overall productivity of the organisation.

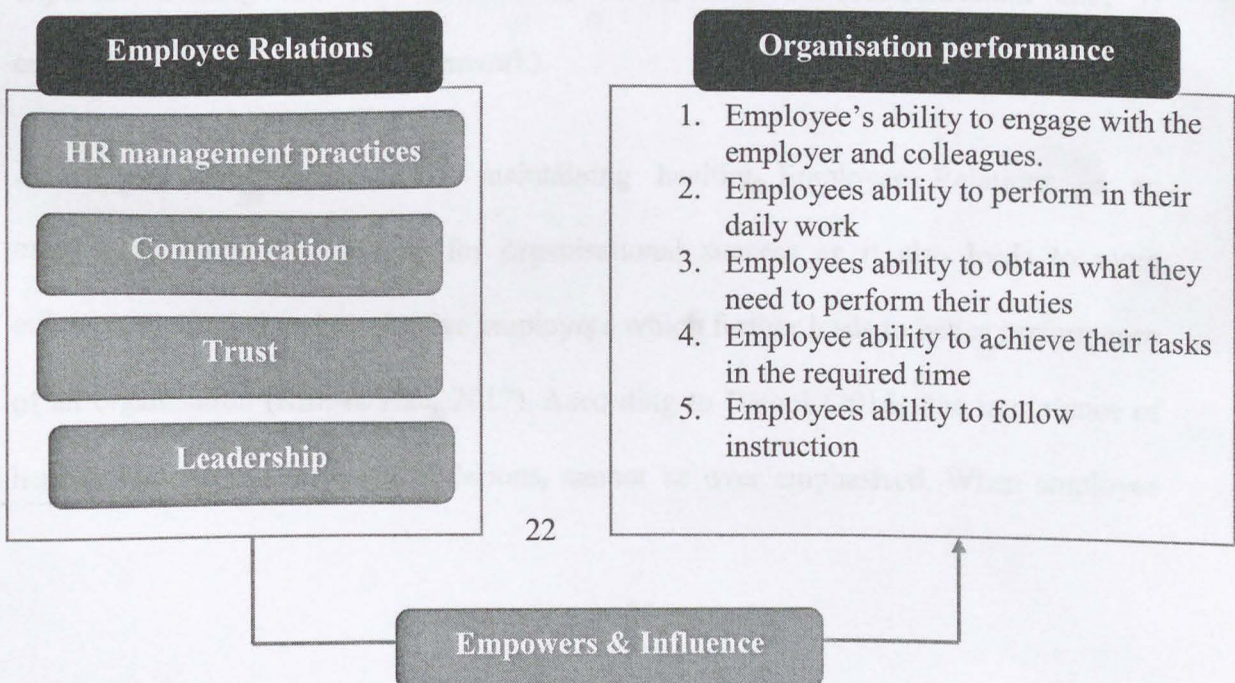


Figure 2-2: Conceptual framework

Author's construct (2021) based on literature review (Ackon,2018; Al-Khozondar, 2015; Chaudhry *et al.*, 2011, Mohapatra & Mishra, 2018).

According to Chaudhry *et al.* (2011) employee relations practices play a significant role in enhancing the performance of organisations indirectly. In their study, they found that the performance of employees depends on job satisfaction, compensation structure, reward plans, promotions, motivation, the environment, training, staffing and succession planning. A study conducted on employee relations in SMEs indicated that when managers treat employees fairly and with respect, Employee Relations plays a significant role in enhancing their motivation and commitment, which in turn improves organisational performance (Lai, 2016). This is achievable through various practices and according to Onyango (2013) these management practices include: 1) employee empowerment and involvement; 2) initiating employee suggestions; 3) facilitating collective bargaining; 4) conflict management and grievance redress measures; 5) expertise training and development; 6) transparency in communication and; 7) encouraging group activities (teamwork).

According to Mayhew (2017) maintaining healthy Employee Relations in an organisation is a pre-requisite for organisational success as it also leads to more efficient, motivated and productive employees which further leads to better performance of an organisation (Kim & Bae, 2017). According to Batool (2016), the importance of healthy and robust Employee Relations, cannot be over emphasised. When employee

and management relations are hampered, this results mostly in employee indiscipline, grievances, stress and ultimately losing talent.

However, Strohmeier (2013) argued that given the early and still emerging state, there is little knowledge and agreement regarding ERM. This same sentiment was also expressed by Subramanian (2017), who clarified the ERM concept and derived research implications and found that technological strategies of ERM should be discussed based on Customer Relationship Management. Thus, managing human relations has become the most difficult challenge that the managers are facing today.

2.5 Research Gap

The available literature indicates a severe lack of empirical studies designed to explicitly explaining the influence of employee relations practices on organisational performance, specifically in Namibia. The literature points out that the link between employee relation practices and organisational performance is like a 'black box', that lacks clarity regarding 'what exactly leads to what as (Sahedur & Taniya, 2017; Yongcai, 2010) noted that the link between employee relations is job satisfaction. However, the relationship between job satisfaction and performance is an issue of continuing debate and controversy (Judge, Weiss, Kammeyer-Mueller & Hulin, 2017).

They are considering that previous researchers do not agree on the ER practices, policies, and systems employed accordingly. Muthoka (2017) has argued that the results derived from these studies are not comparable. There is a great need for additional evidence to support the employee relation-performance relationship. Ngui (2014)

suggested that similar studies should be done in other sectors of the economy such as the manufacturing sector, the transport sector, and the service sector among others to compare its findings with those from different industries. Therefore, this study seeks to fill this gap by looking at employee relationship management in the Namibian public sector.

2.6 Summary

The reviewed articles examined the effects of employee relations on employee performance. From this, it was concluded that good employee relations practices motivate employees for better performance and contributes to the overall success of the organisation. It also concluded that employee relationship management components such as communication, participative leadership, empowerment, motivation, and conflict management have a significant effect on the performance of employees. Organisations realised that employee relationship management facilitates building a strong relationship with their employees. When employee relationship management can build, strengthen & reinforce commitment, it enhances employee performances which in turn boost organisational effectiveness.

From the extensive review of prior research, although it was found that employee relations have a direct effect on employees performance, the studies didn't make an in-depth investigation on the issue since they fail to notice several variables such as trade unions, collective agreement, employee health, safety and security and flexible work schedule which are essential factors in fostering employee relationship management. On

top of this, the literature couldn't address the nature of the working relationship of various sectors as most of the studies concentrated on Namibian organisations. Therefore, on the bases of the given information on the prior studies, to fill the existing gap it requires reliable, comprehensive empirical investigation to examine the effects employee relations have on the identified variables on improving employees' performance.

3.2 Research Design

The study design describes the research design as a blueprint or a plan for conducting the study in such a way that maximum benefit will be derived from it. It is a plan that could be used to measure the validity of the research results. The research design is the researcher's overall plan for obtaining answers to the research questions posing the study. It is a plan that is developed before the study is conducted and it is a blueprint for the study. It is a plan that is developed before the study is conducted and it is a blueprint for the study. It is a plan that is developed before the study is conducted and it is a blueprint for the study.

The study used quantitative research method as Quantitative (2017) explained that it is a research method that is based on a formal, objective, systematic pattern to obtain information and measure variables and their relationships. Quantitative methods were used in this research because as Quantitative (2017) explained that quantitative methods are used in the studies that have many respondents to make accurate comparisons among the variables. Quantitative research method allowed the researcher to determine levels of

CHAPTER 3 : RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the methodology used in determining employee relations management and its effects on employee performance at the Namibian Correctional Service. The chapter highlights the research area, research design, target population, sampling techniques, data collection techniques and methods as well as data analysis.

3.2 Research Design

Akhtar (2016) describes the research design as a blueprint, or outline, for conducting the study in such a way that maximum control will be exercised over factors that could interfere with the validity of the research results. The research design is the researcher's overall plan for obtaining answers to the research questions guiding the study. Hancock and Algozzine (2017) state that designing a study helps researchers to plan and implement the study in a way that will help them obtain the intended results, thus increasing the chances of obtaining information that could be associated with the real situation.

This study used quantitative research method as Goertzen (2017) explained that it uses data that is transposed into numbers, in a formal, objective, systematic process to obtain information and describe variables and their relationships. Quantitative methods were used in this research because as Siedlecki (2020) explained that quantitative methods are good for studies that have many respondents to make accurate comparisons amongst the population. Quantitative research method allowed the researcher to determine facts, do

statistical analysis and demonstrate findings on employee relationship management, and this justifies the use of the quantitative approach. The research also used an exploratory descriptive research design.

For this study, the descriptive research design was used since it is a design which involves observing and describing the behaviour of a subject without influencing it in any way. According to Goertzen (2017), descriptive studies are done when researchers want to establish the relationship of events without interfering with the purpose of reporting facts as they are. This design was chosen and considered appropriate for this study since it was able to give room for exploratory and descriptive data. This form of data was important in understanding the influence of employee relations practices on organisational performance at the NCS.

3.3 Population

Population refers to an entire group of objects having common observable characteristics (Fisher, & Schneider, 2016). The study was interested in the target population, which comprised of all individuals, objects or things that can reasonably be generalised in research findings (Hancock and Algozzine, 2017). According to the *employee list report* from the NCS (2020), there are currently 350 employees in the WCF branch of the NCS. Thus, the target population for this study was 350 employees from the WCF.

3.4 Sample

This research used a random sampling technique to sample the population. This means that every participant in the sample had an equal chance of being selected from the entire population. The sample size for this research was 187 participants. Sample size can be computed based on the population, the margin of error and the confidence level (Creative Research Systems, 2013). Thus, 187 participants were obtained at a confidence level of 95 % and a margin of error of 5 %.

$$\text{Sample size (n)} = \frac{\text{Population(N)}}{1+(\text{Population(N)}*(e^2))} = \frac{350}{1+(350*(1-0.95)^2)} = 187$$

The sample was selected based on probability sampling strategy. In probability sampling, each sample has an equal probability of being chosen (Tillé & Wilhelm, 2017). Thus, a probability sample is one in which each element of the population has a known chance of being of selected. This method of sampling was chosen to give the probability that the sample was representative of the whole population of NCS. However, there are various probability sampling techniques, and simple random sampling was utilised in this study. According to Sharma (2017) the simple random sampling technique is a completely random method of selecting subjects, and it can include assigning numbers to all subjects and then using a random number generator to choose random numbers. In this study, a list of employees was obtained from the Human Resources department of the NCS. Based on the provided list, each employee was given a random number and based on these numbers; the researcher selected 187 employees who participated in the study.

3.5 Research Instruments

A structured questionnaire was chosen as the data collection instrument to survey the respondents. The questionnaire was divided into four (4) parts. Part one (1) provided the general information of the participants such as their gender, educational level, experience and their department. Part two (2) investigated how employees value the importance of ERM while part three (3) looked into the influence of employee empowerment on organisational performance through ERM. The last section investigated identifying the challenges hindering the implementation of ERM. Throughout these sections, the respondents were requested to respond to statements which were based on the various types of questions such as a 5-point Likert scale.

Structured questions were included because they are easier to administer and to analyse. According to Hancock and Algozzine (2017) structured questions are more efficient in the sense that a respondent is able to complete more structured items than non-structured items in a given period of time. The questionnaires were in English, and instruction guidelines were attached to the questionnaires to guide the subjects as to whether to circle or tick the chosen response.

3.6 Data collection procedure

Permission to conduct research was obtained from the NCS in Windhoek through the NCRST office who issued the research permission letter to the researcher. Questionnaires were constructed and subdivided into categories to satisfy the research objectives. The questionnaires were administered online by the researcher to WCF staff.

The researcher could not distribute the questionnaires face to face due to the COVID-19 pandemic restrictions. Respondents were granted two weeks to fill and electronically submit the questionnaire back to the researcher.

3.7 Data analysis

The data was coded in Excel and the coded data was transferred to the Statistical Package for the Social Sciences (SPSS) and the researcher made use of statistical measures which included standard deviations, percentages and also mean scores. Descriptive statistics were used in the analysis of the quantitative data. That is, are the two categorical variables independent (unrelated) of one another mentioned in chapter 1. Frequency tables, charts and graphs were used to present the data diagrammatically. The researcher used the data with the aim of presenting research findings to establish and come up with ERM effects on employee performance at the NCS and the study was conducted at the Correctional Facility of Windhoek known as Windhoek Correctional Facility.

3.8 Research Ethics

Written permission to conduct the research study was obtained from the National Commission on Research Science and Technology (NCRST) as per the authorisation by NCS after thorough analysis on the research topic and the relevance of the study (see the annexure of the permission letter issued by NCRST as authorised by NCS Research Committee).

Participation consent was obtained through the “PARTICIPANT INFORMATION LEAFLET AND CONSENT FORM” obtained from the University of Namibia before they could complete the questionnaires. Tassé and Kirby (2017) define informed consent as the prospective subject's agreement to participate voluntarily in a study, which is reached after assimilation of essential information about the study. The participants were informed of their rights to voluntarily consent or decline to participate and to withdraw participation at any time without penalty. Through the written consent, participants were also informed of the purpose of the study, the procedures that would be used to collect the data and were assured that there were no potential risks or costs involved.

Anonymity and confidentiality were maintained throughout the study. Dimitri, Goubert, Miller, Thomas and Chan (2016) define anonymity as when subjects cannot be linked, even by the researcher, with his or her individual responses. In this study, anonymity was ensured by not disclosing the participant's name on the questionnaire and research reports and detaching the written consent from the questionnaire. When subjects are promised confidentiality, it means that the information they provide will not be publicly reported in a way which identifies them (Dimitri *et al.*, 2016). In this study, confidentiality was maintained by keeping the collected data confidential and not revealing the identities of the participants when reporting or publishing the study findings. The data collected is being kept in a locked cabinet accessible only to the researcher for five years at the NCS office and when no longer required will be disposed of by shredding and burning. Questionnaires were only numbered after data was collected and this coded number was not linked to the respondents.

3.9 Summary

In this chapter, the methodology adopted for the study was discussed. A survey, descriptive research design was adopted. Questionnaires were the research instrument used for data collection. Details of the method and the motivation of its use in the study were also discussed. The following chapter looks into how the data was analysed in order to produce research findings.

CHAPTER 4 : RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter discusses the data analysis and findings of the study. The questionnaire used in this study was carefully analysed to ensure that the data gathered was presented clearly with the aid of tables, percentages, and graphs, where possible. The Chart analysis was conducted to capture the data essential to accomplish the research objectives. The overall aim of this study was to investigate ERM and its effects on employee performance at the NCS for the district of Windhoek, known as Windhoek Correctional Facility (WCF). The questionnaire comprised four sections with structured questions that were developed to ensure the objectivity of the data.

The study surveyed 187 respondents; however, only 88 participants took part in the survey where the respondents filled in their questionnaires online. Thus, the respondent's rate for this study is 47%. According to Tyser, Abtahi, McFadden and Presson (2016) a survey's response rate has always been viewed as an important indicator of survey quality even though surveys with lower response rates (near 20%) had more accurate measurements compared to surveys with higher response rates (near 60 or 70%). Nevertheless, Fulton, (2018) added that despite these recent research studies, a higher response rate is preferable because the missing data is not random. This chapter, therefore, summarises the ERM relationship aspects between the employer and its employees through meaningful communication to improve employee satisfaction, employee commitment, employee performance in order to reduce employee turnover to achieve NCS goals.

4.2 Demographic Information

To understand the employer and employee relationship there is a need to determine if employees do join the union based on their education level as this assist with the rolling out of the ERM implementation.

4.2.1 Union Membership

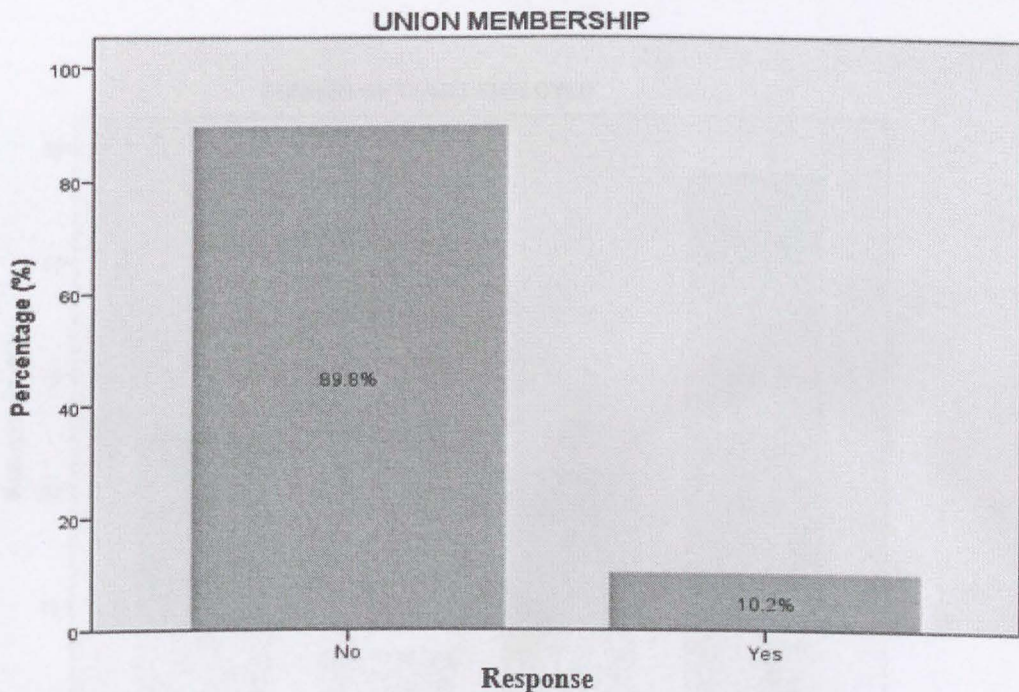


Figure 4-1: Employees joining a trade union

This study also looked at whether the employees also belong to a union. The results indicated that most of the respondents - 79 (89.7%) were part of a union and only 9 respondents (10.22%) were not part of the union. These findings are very worrisome because according to Benson and Brown (2010), industrial relations research has traditionally viewed trade unions as the primary mechanism for employee voice. These

findings could depict that the low representation of the employees in the trade union indicates that the employees do not have a platform to have their voice heard, which could impact the ERM of NCS, as approximately 90% of NCS employees are uniform wearing personnel, who are prohibited from joining trade unions.

4.2.2 Number of years Employed

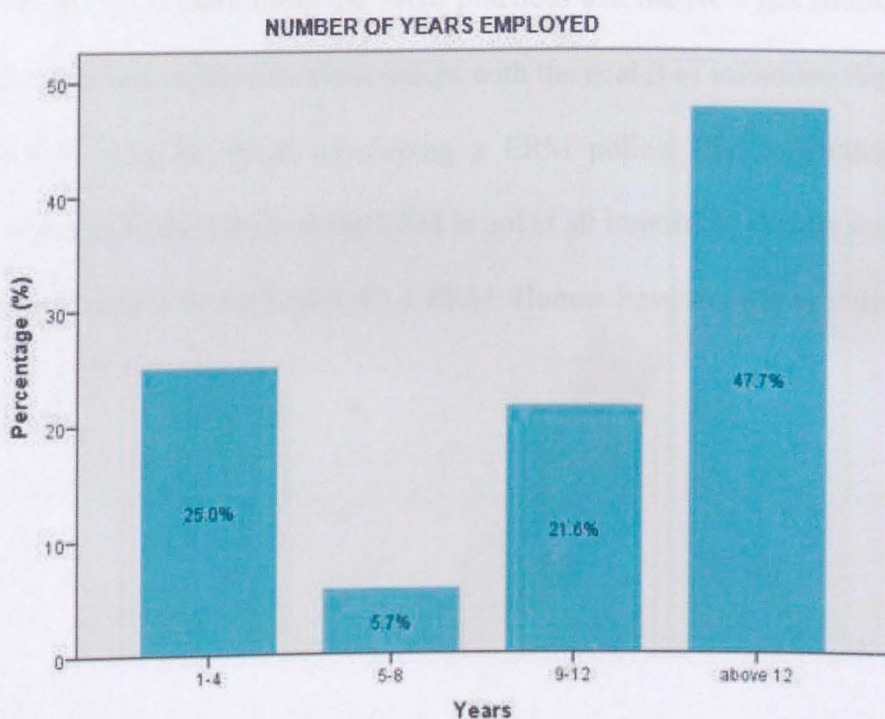


Figure 4-2: Number of years employed

The number of years the respondent is employed is presented in **Figure 4-2**. This a good indication as it indicates that most views in this research are obtained from respondents who are well experienced as they have been working for more than 12 years. There were 22 respondents which is (25%) of the respondents who worked at the NCS for 1-4 years and 5 respondents, which is (5.7 %) who were the lowest serving employees and worked

for 5-6 years in the NCS, whereas 19 respondents that as represented by 21.6% worked for 9-12 years. Respondents who worked for more than 12 years were 42 represented by (47.7%) years and this means that most of the respondents have extensive experience when it comes to valuation in NCS and their views are captured in this study.

4.3 Importance of Employee Relations Management Practices

This section is identifying the ERM practices that the NCS has considered in improving employer and employee relationships with the goal if of informing the NCS of what they need to consider when developing a ERM policy. The respondents had to choose between whether they feel the ERM is not at all important, slightly important, important, important, or very important.4.3.1 ERM: Human Resource Management

4.3.1.1 Fair selection and recruitment processes

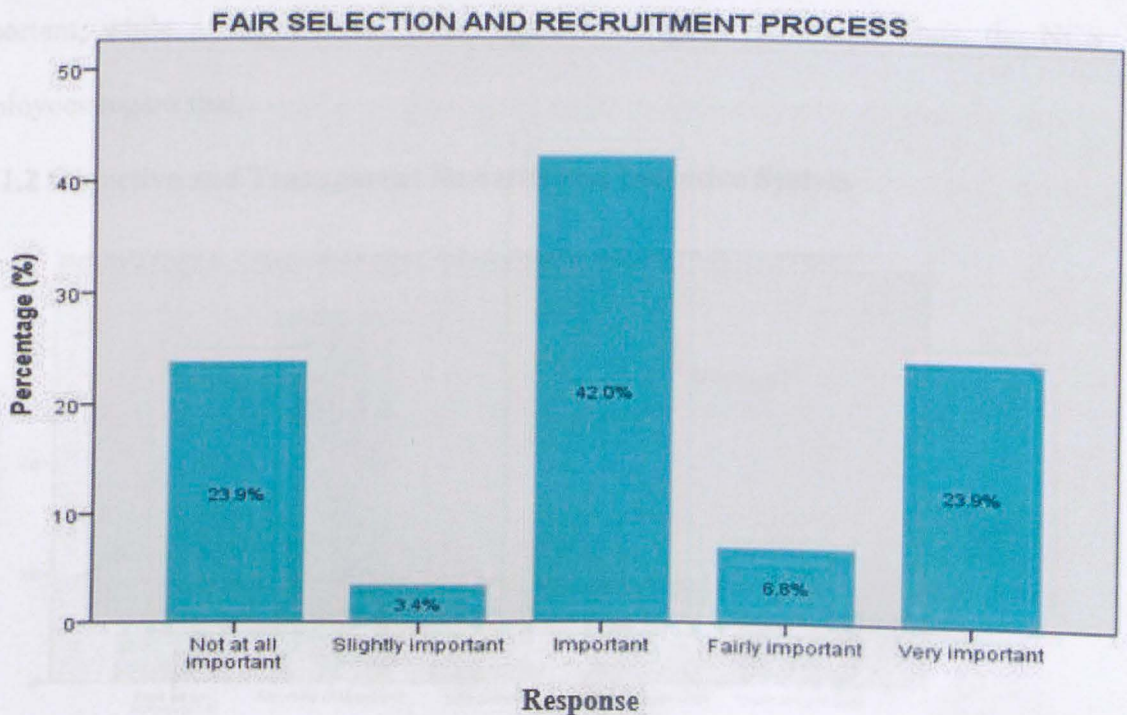


Figure 4-3: Fair selection and recruitment process

The study sought to establish how the employees at NCS rate the importance of the selection and recruitment processes in the organisation in terms of fairness. The study observed that 37 respondents which is (42.0%) of the respondents were of the opinion that the selection and recruitment processes at the NCS in terms of fairness was important, while 21 respondents which is (23.9%) of the respondents said it is very important. A study conducted by Yaro (2014) in Nigeria indicated that there is always a need to identify the irregularities of the recruitment and selection exercise in the Public Service being the government's tool for increasing the workforce and filling in the vacant positions of those who left the service. Acikgoz (2019) added that the fair selection in recruitment must be objective, consistent, and non-discriminatory resulting

in the best person being selected for the job. However, 21 respondents which is a representation of (23.9%) of NCS employees are of the opinion that this is not at all important, while 3 respondents (3.4%) opted for slightly important. Thus, the NCS employees regard that.

4.3.1.2 Objective and Transparent Rewards and Incentive System

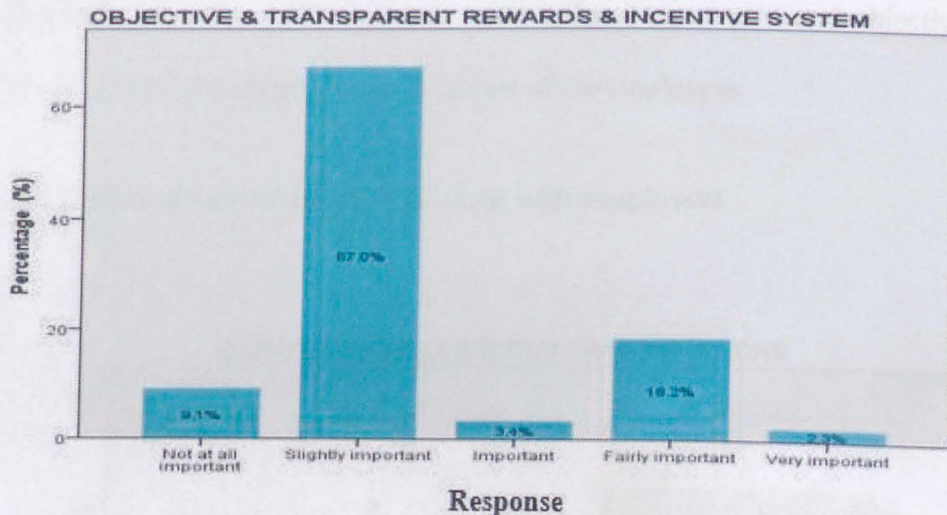


Figure 4-4: Transparent and objective rewarding system

The study sought to establish whether the rewards and incentives system in the organisation characterised by its objectivity and transparency is considered as an important aspect of ERM, as shown in **Figure 4-4**. The study reveals that 59 respondents as represented by (67.0%) of the respondents have indicated that the process is slightly considered important. This parameter had the highest response as only 2 respondents which are (2.3%) said the organisation considers its rewarding system as transparent and objective, while 9.1% said that this is not at all important.

Chaudhry *et al.* (2011) noted that the employee relations practices such as the reward plan impart a significant role to enhance the performance of organisations indirectly.

Rewarding an employee means giving him something more than what is usually given to him or other employees at the same level. If he is rewarded with something as a mark of recognition for something he has done, then it is motivational to the employee.

Chaudhry *et al.* (2011)'s findings were that the performance of employee depends upon on the compensation structure as well as the reward plans. These study findings are a clear indication that NCS does not really offer a transparent and objective rewarding system which can impact the performance of the employees.

4.3.1.3 Managers Strengthen Relations with Employees

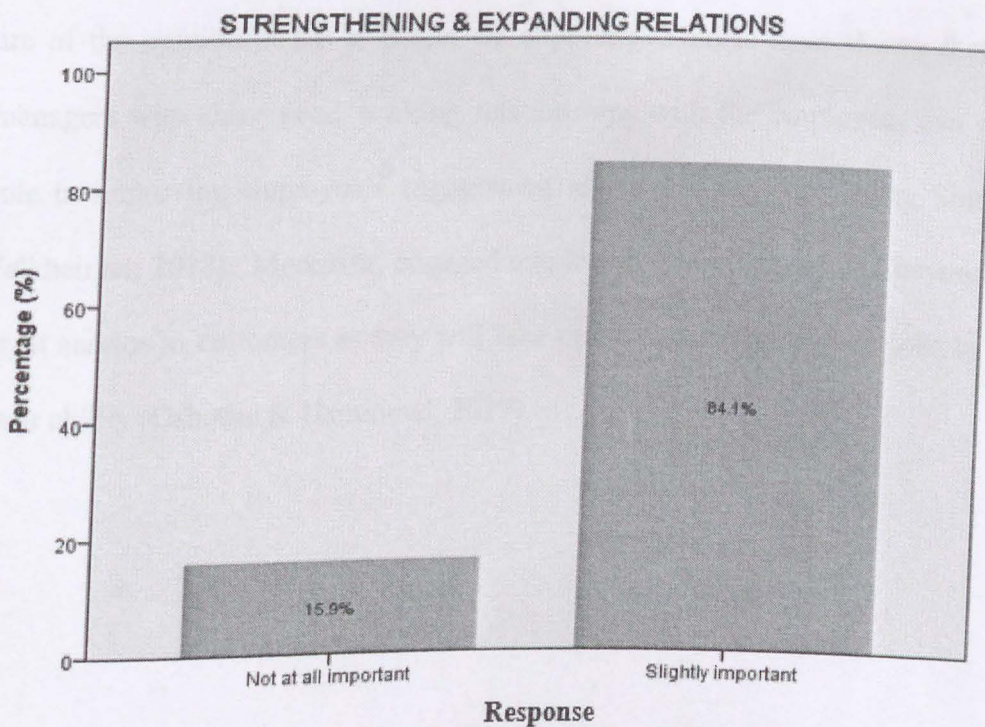


Figure 4-5: Managers seek to strengthen and expand relations with employees

Figure 4-5: Managers seek to strengthen and expand relations with employees

According to Osborne and Hammoud (2017) effective employee engagement in the workplace as an engaged employee is driven to help their organisation succeed by directing their best efforts towards their work. Therefore, they believe in the organisation and they will work to make sure that the organisation succeeds. Managers seek to strengthen and expand relations with employees and the outcome is in

Figure 4-5. The study revealed that 74 respondents which is (84.1%) of the respondents view that NCS managers seeking to strengthen and expand the relationship with employees is seen as slightly important while 14 respondents (15.9%) of the respondents are of the opinion that it is not at all important. Studies have shown that immediate managers who share good working relationships with the employees can play a huge role in improving employee's engagement levels (Heide, Von Platen, Simonsson and Falkheimer, 2018). Moreover, engaged employees will go above and beyond to provide great service to customers as they will take pride in performing their jobs to the best of their ability (Osborne & Hammoud, 2017).

4.3.2 ERM: Communication

4.3.2.1 Problems and Obstacles discussions

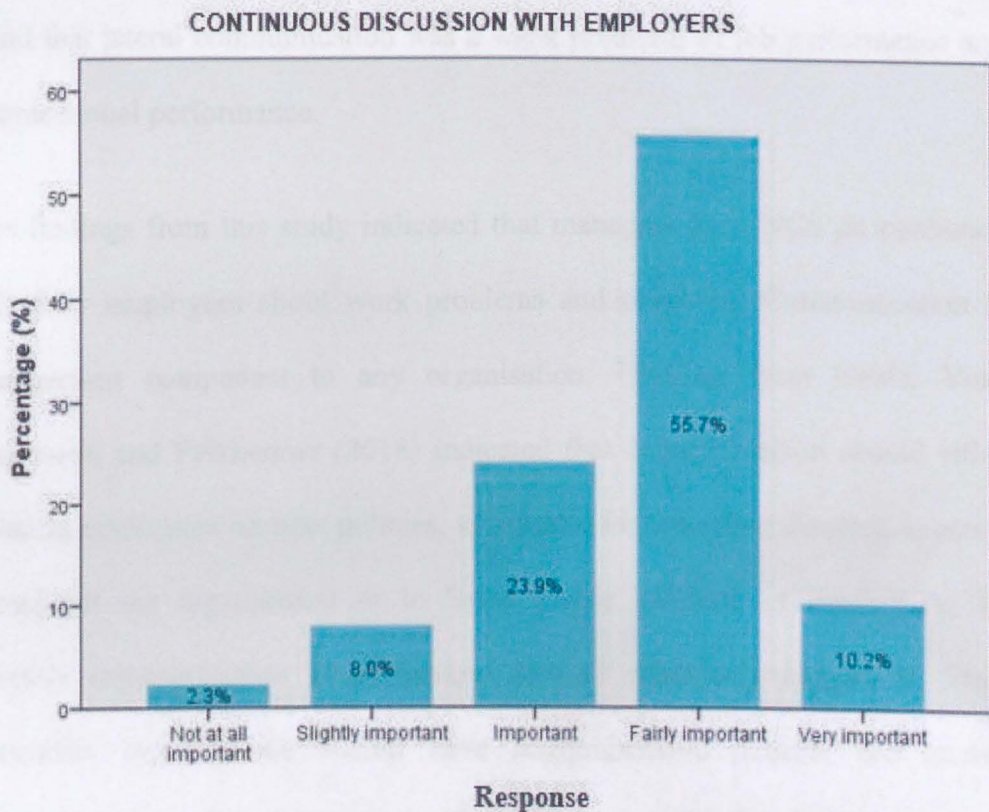


Figure 4-6: Managers continuously communicate with employees

Managers' communication with employees is a topic that needs much more attention than it currently gets because the way managers communicate with employees is significant (Heide, von Platen, Simonsson, & Falkheimer, 2018). The study sought to reveal whether managers regularly communicate with their employees within the NCS regarding work problems and obstacles. The outcomes show that 49 (55.7%) of the respondents have pinioned that they feel that managers managers communicate regularly with employees is fairly important, while 21 respondents (23.9%) believed that it is only

important, while 2 respondents, (10.3%) regarded it as very important. Kim *et al.* (2017) reviewed literature analysing communication and concluded that there is a link between employee communication and performance. However, Smith, Patmos and Pitts (2018) found that lateral communication was a weak predictor of job performance and overall organisational performance.

The findings from this study indicated that managers from NCS do continuously talk with their employees about work problems and obstacles. Communication is a vital management component to any organisation. Findings from Heide, Von Platen, Simonsson and Falkheimer (2018) indicated that communication should either be for updating employees on new policies, to prepare for a weather disaster, to ensure safety throughout the organisation or to listen to the attitudes of employees. Therefore, effective communication is an integral part of effective management. Thus, to be successful, organisations should have comprehensive policies and strategies for communicating with their constituencies, employees and stakeholders as well as with the community at large.

1.3.2.2 Clear message delivery

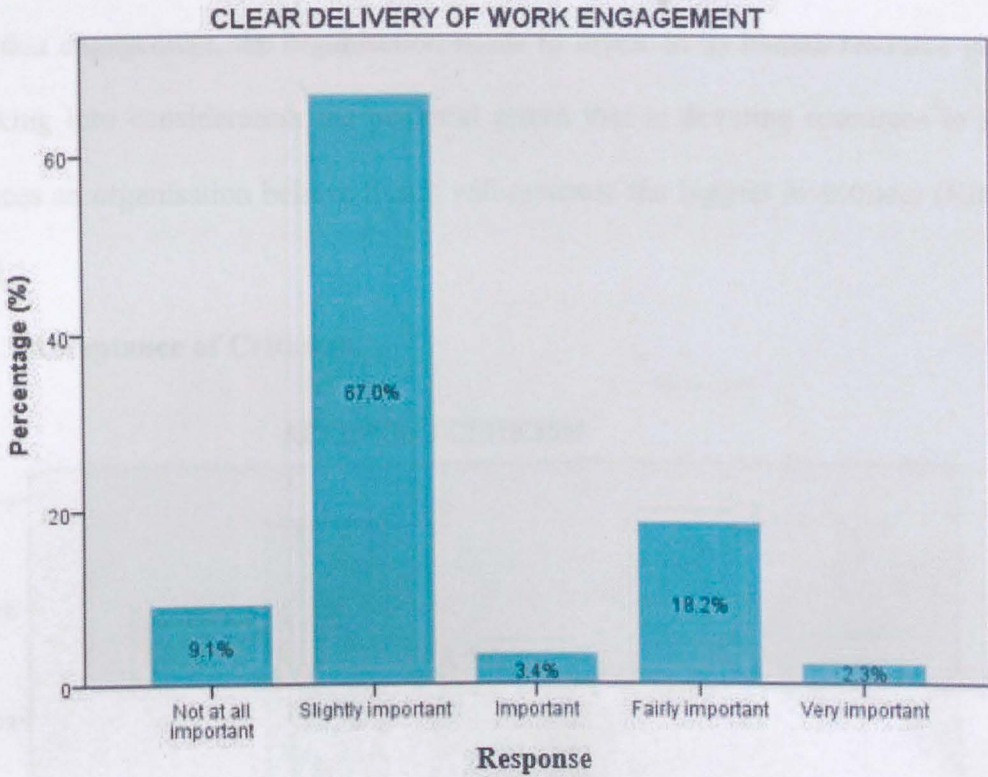


Figure 4-7 Clear delivery of work engagement

According to Harrell-Cook, Levitt and Grimm (2017) employees who are engaged in their work and committed to their organisations give companies crucial competitive advantages, including higher productivity and lower employee turnover. There is a need for effective employee engagement in the workplace. Thus, the study sought to establish whether the manager can deliver clear messages to employees about matters relating to work. The results in Figure 4-7 show that the majority of the respondents, 59 (67.0%) respondents noted that it is slightly important for their managers to deliver clear messages to employees about matters relating to work while 16 (18.2%) respondents regard this to be fairly important. These findings have strongly indicated that NCS

managers only slightly regard the importance of clearly delivering messages to employees about matters relating to work. Thus, to engage workers as well as to benefit from that engagement, the organisation needs to invest in its human resource practices by taking into consideration the potential return that is devoting resources to the HR practices an organisation believe that it will generate the biggest investment (Kim *et al.* 2017).

1.3.2.3 Acceptance of Criticism

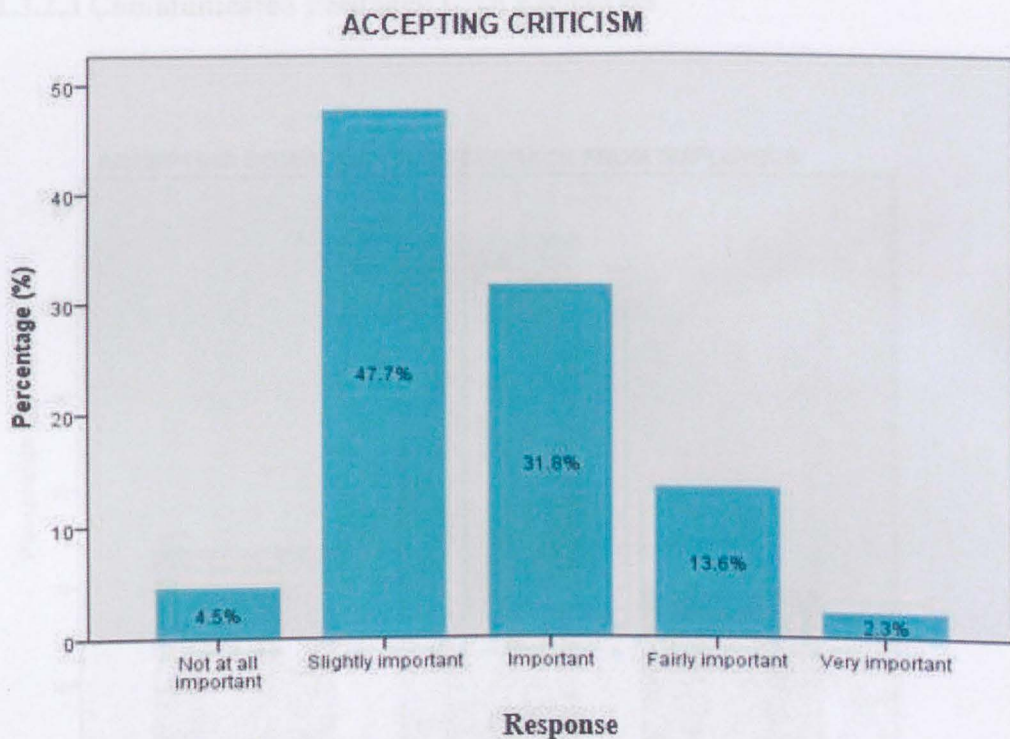


Figure 4-8: Manager accepting criticism from the employees

The study revealed whether the managers accept criticism from their employees. The results in Figure 4-8 show that managers receiving criticism is only very important by a mere 2.3% and 13.6 % said it is fairly important. According to Andiappan (2020) being open to receiving and learning from constructive criticism is essential to employee

(management) training, growth, and development and no manager is perfect, and everyone has areas for improvement. Thus, this study shows that only 2.3% of employees are of the idea that NCS managers accepting criticism from employees as very important, speaks volume of the fact that NCS is without openness to this type of input, it is impossible for their managers to improve. However, the majority (47.7%) of the respondents are of the opinion that the NCS as an organisation looks at this as it is only slightly important while 31.1% think it's on average important.

1.3.2.3 Communicated Feedback from Employees

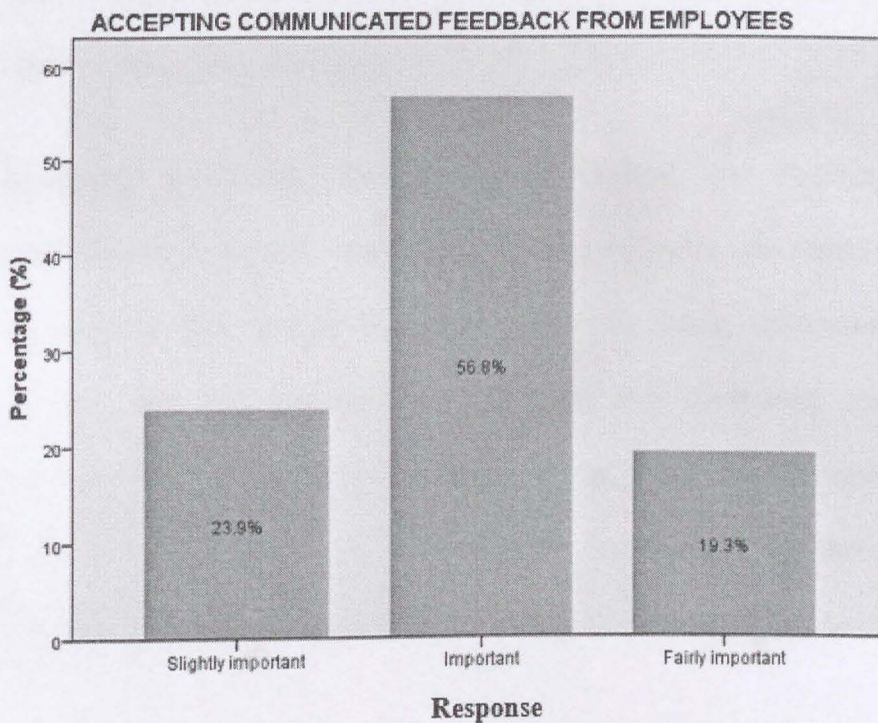


Figure 4-9: Obtaining feedback from employees

The study also reviewed whether the organisation asks for feedback from the employees about the quality of information they receive. However, Figure 4-9 shows that none of

the respondents is of the opinion that it is important that ERM in terms of communication for employees to receive feedback for their work data. With 50 respondents which is equivalent to (56.8%) of the respondents are of the opinion that this statement is important, while 21 respondents (23.9%) look at it from the point of slightly important. This is not a good sign of the feedback communication within NCS.

According to Pavlenko (2019), organisations need to ensure that their companies grow with their employees by giving them an opportunity for open and honest employees and employer feedback. Moreover, communication plays a crucial role in organisations, and it is one of the most important factors which improve the relationship among employees.

According to Heide, Von Platen, Simonsson and Falkheimer (2018), when communication is open and transparent, employees can build high trust in their organisation and perceive the organisation as being transparent. Thus, this study revealed that there exists a line of open and transparent communication in the organisations even though it's not given a high level of importance. Andiappan (2020) further noted that effective communication systems and that there is regular feedback from managers that helps to improve work.

4.3.3 ERM: Trust

4.3.3.3 Fair Treatment

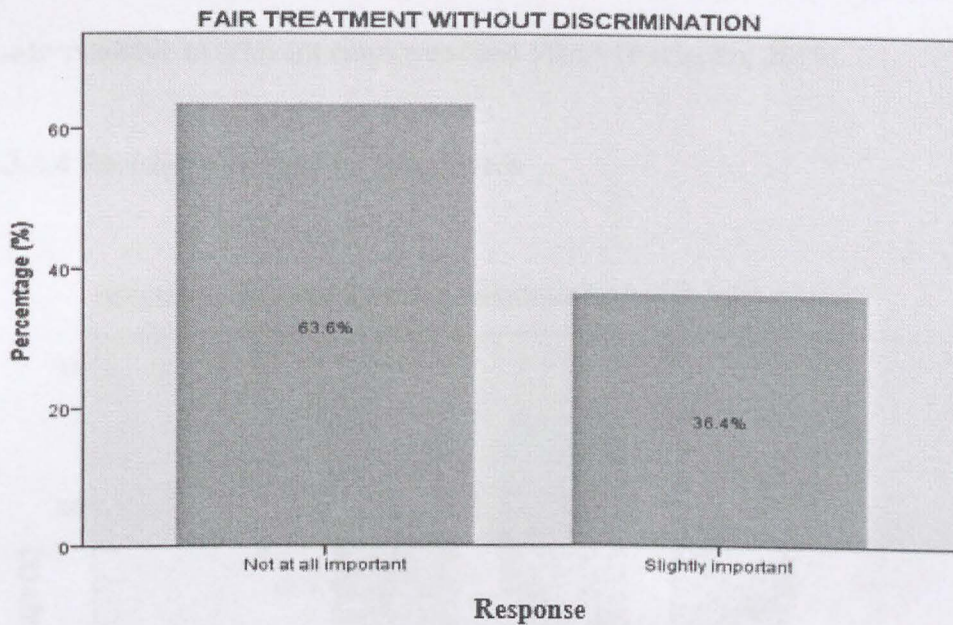


Figure 4-10: Fair treatment with no discrimination

ERM focuses on building relationship and trust that leads to happy employees as happy employees work better together, have greater trust and are a great recruiting vehicle because they tell others they love where they work but most importantly, they are willing to commit to extraordinary results (Al-khozondar, 2015). The research also looked at whether the employees are treated fairly and they are not discriminated. The results show that 56 (63.8 %) of the respondents are of the opinion that the organisation treating employees fairly and without discrimination is not at all important, and only 32 (36.4%) of the respondents look at it as slightly important. However, Saleh (2020) is of the opinion that organisations can only flourish in any society if the rights of the humans are respected, upheld as well as advanced as this can also contribute to positive human

rights impacts. Therefore, all employees should be treated fairly and equally, without discrimination and line managers should ensure all employees' work is conducted on the basis of freely agreed and documented terms of employment, clearly understood by and made available to relevant employees and others (Pavlenko, 2019).

1.3.3.4 Decision's Impact on Employees

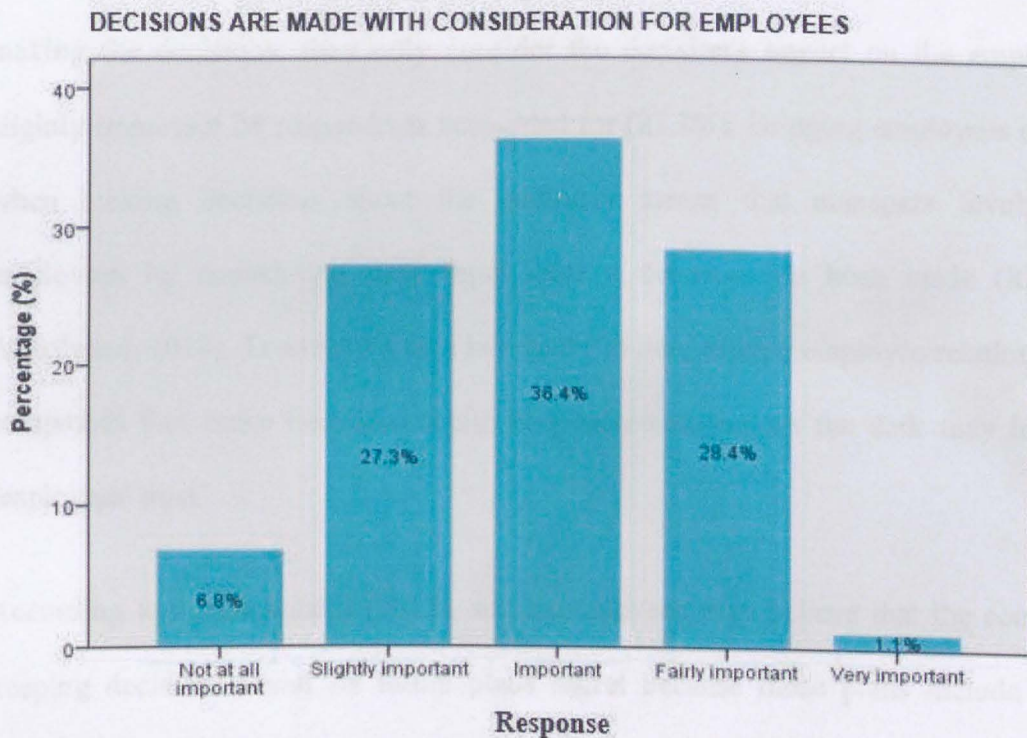


Figure 4-11: Manager's decisions considering employees

When employees are involved in making decisions, they gain a professional and personal stake in the organisation and its overall success (Oude, Henkens, Liu, Schippers & Wang, 2018). Oude, Henkens, Liu, Schippers and Wang (2018) further claimed that this commitment by managers considering employees when making decisions leads to

increased productivity as employees are actively participating in various aspects of the company and wish to see their efforts succeed overall.

According to **Figure 4-11** on managers making decisions by considering the decisions impact on the employees, the results show that NCS looks at this as just important 32 respondents equals to (36.4%) while 25 respondents accounting for (28.4%) noted that it is fairly important and only 1.1% accounting for it as very important. Managers are making the decisions; they only consider the decision's impact on the employee as slightly important 24 respondents accounted for (27.3%). Bringing employees on board when making decisions about the company means that managers involve their employees by considering their input once a decision has been made (Rajae & Abdolvand, 2018). Trust serves as a key factor in determining employee relations. Thus, companies that make decisions while keeping employees in the dark may lose their employees' trust.

According to Al-khozondar (2015), some employees may believe that the company is keeping decisions about its future plans secret because those plans include adverse outcomes for employees and thus the need to involve employees in the company's decision making, mostly brings transparency to the workplace. This study findings show that employees that feel they are only required to do their work even though their decisions are not considered. Employees that feel they can become a valuable asset based on their work, as well as their ability to provide important ideas, offer input and perhaps pursue growth opportunities within the company, this will create a positive

atmosphere within the corporate culture (Oude, Henkens, Liu, Schippers & Wang, 2018).

1.3.3.5 Accounting for Employees decisions

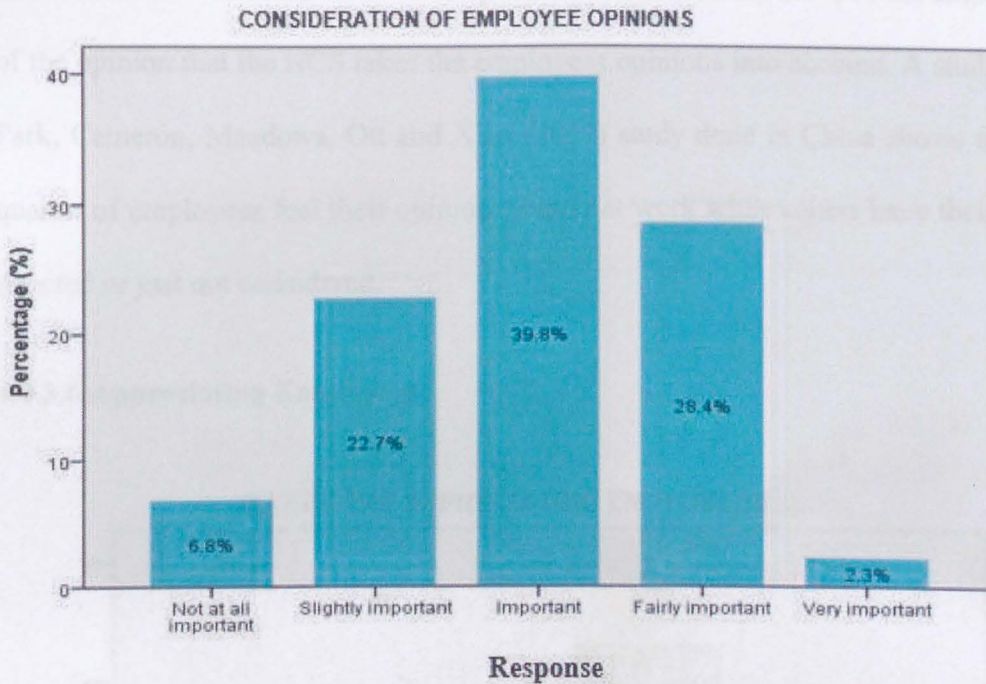


Figure 4-12: Managers taking employee opinions into account

The results from the study in Figure 4-125 shows that the majority of the employees at NCS have said that their managers taking the opinions of employees into account when making decisions is only seen as important by 35 respondents equals to (39.8%) of the employees while 25 respondents as represented by (28.4%) thinks NCS considers this as a fairly important aspect.

However, there are still 20 respondents which is (22.7%) of the employees who viewed this as a slightly important aspect, while 6 respondents which is (6.8%) are of the

opinion that it is not at all important. Involving employees in decision making can be beneficial for your business and employees. According to Adamska-Chudzińska (2020) when employers let employees help with decision making, it shows that they trust them even if they let employees give input to assist employees in making the final decision and it still show that they value their opinions. There are only 2.3% of the employees are of the opinion that the NCS takes the employees opinions into account. A study by Kim, Park, Cameron, Meadows, Ott and Xiao (2017) study done in China shows that only a quarter of employees feel their opinions matter at work while others have their opinions rejected or just not considered.

1.3.3.6 Appreciating Employees

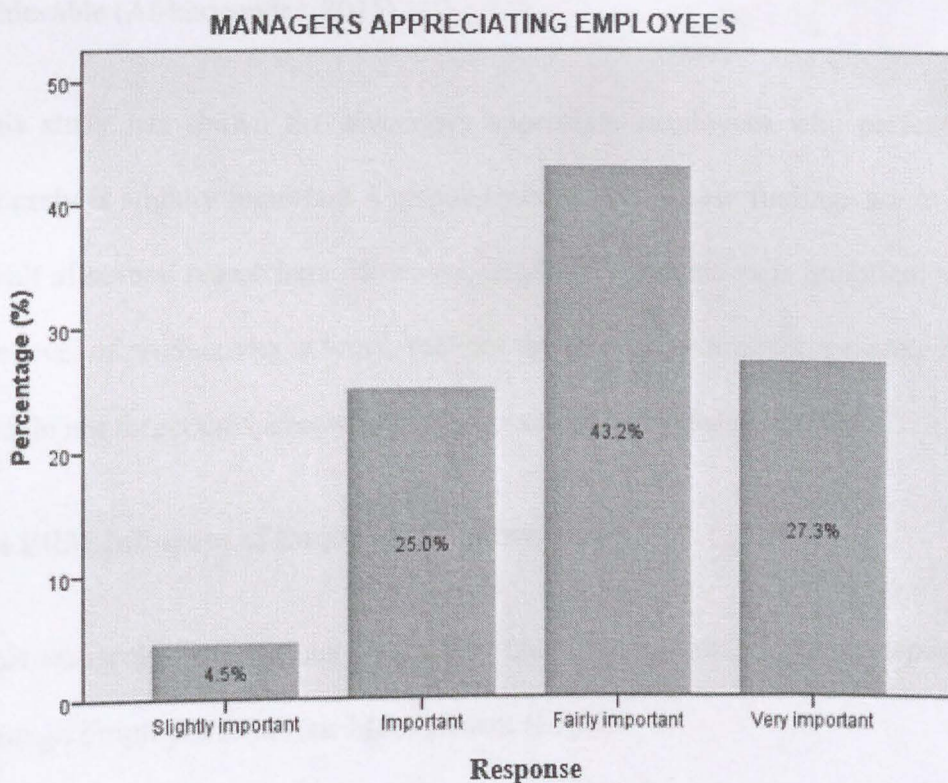


Figure 4-13 Managers appreciating employees who perform their tasks properly

Employee appreciation is an essential part of human need at the workplace as employees react positively when management shows appreciation for their good work or effort (Adamska-Chudzińska, 2020). The results from the study show that 38 respondents as represented by (43.2%) of the respondents are of the opinion that NCS looks at this aspect as fairly important and only 24 respondents (27.3%) look at it from a very important point of view. According to Al-khozondar (2015), there are several companies that do not see the importance of employee recognition. Therefore, management often does not see the bigger picture of achieving goals, getting the profits and making the big bucks, but they often forget the people who are involved in making their goals achievable (Al-khozondar, 2015).

This study has shown that managers appreciate employees who perform their tasks properly is slightly important 4 respondents (4.5%). These findings are in line with the result of several researchers. However, employee recognition is important as it increases the level of productivity at work, reduces the employee turnover, generate higher profits and do not forget the increase in customer satisfaction (Saleh, 2020).

4.4 ERM Influence of Employee Empowerment

This section looks at various aspects that may influence on employee empowerment through Employee Relations Management (ERM).

4.4.1 Work Engagement and Empowerment

This question obtains information on whether the organisation has ensured that work engagement and empowerment play a significant role in employee involvement.

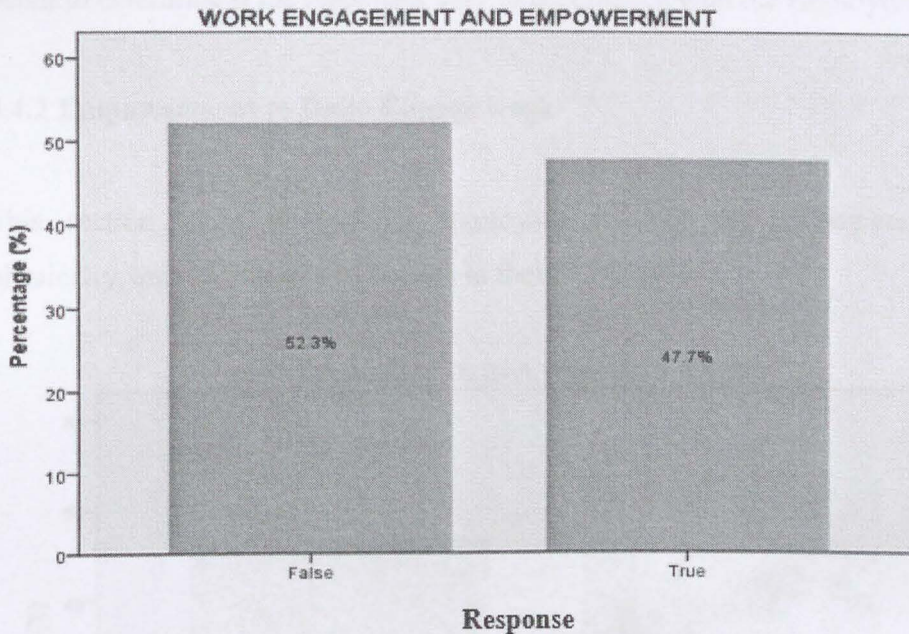


Figure 4-14: Work engagement and empowerment

Creating healthy organisations has become a focal point for organisations in improving employees' health and wellbeing as satisfaction with the job has been widely considered as an important element or indicator of personal wellbeing (Di Fabio, 2017). The findings in Figure 4-14 obtains information on whether the organisation has ensured that work engagement and empowerment play a significant role in employee involvement. The outcome is that 46 (52.3%) of the respondents said that it is false; the NCS has not ensured that work engagement and empowerment play a significant role in employee involvement. Only 42 respondents (47.7%) said that this statement is true and that it is indeed a true reflection of the NCS. According to Kirkman, Chen, & Mathieu (2020),

empowering employees is simply giving your employees more freedom and thereby making them more accountable in every task they handle. Thus, the majority of the employees at NCS do not feel empowered. The next graph looks at these responses in detail to determine if the responses vary in accordance with the employment levels.

4.4.2 Empowerment to Daily Engage work

This section looks at whether employees at NCS are empowered emotionally, physically, and cognitively to engage in their daily work.

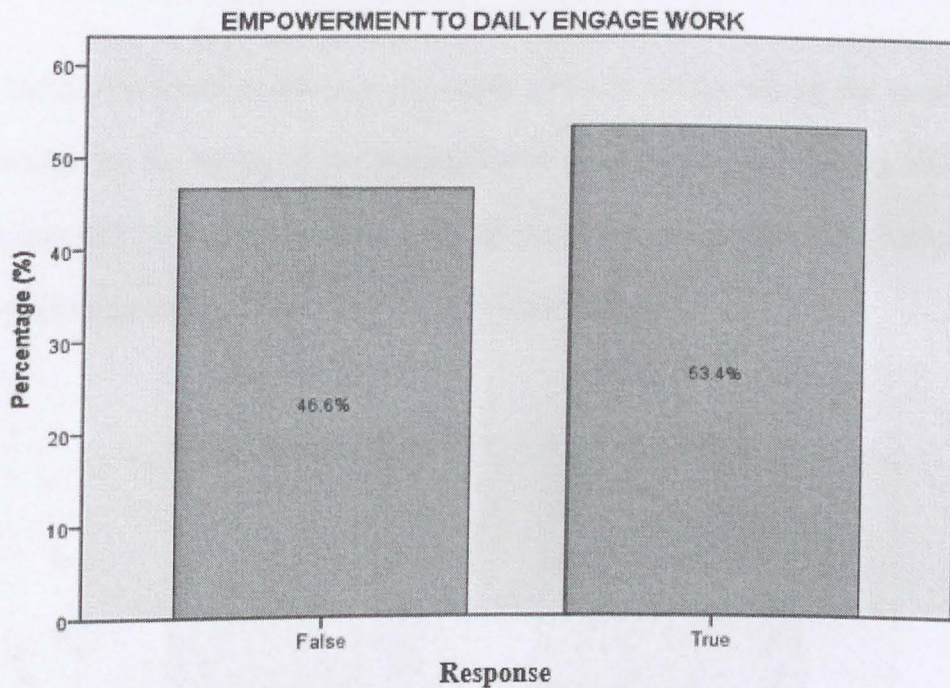


Figure 4-15: Emotionally, physically and cognitively to engage in their daily work.

According to Di Fabio, (2017) psychology empowerment linked empowering leadership to job satisfaction, work efforts and creativity. The study outcome in Figure 4-15 shows that some 41 respondents (46.6%) NCS employees who took part in the research have

indicated that it's false that their organisation has been empowering them emotionally, physically and cognitively to engage in their daily work while 47 respondents which is (53.4%) have indicated that this statement is true. The wellbeing of employees has become a critical topic for today's policymaker as organisations have also begun to shed more light on how to enhance employees' wellbeing (Joo, Zigarmi, Nimon & Shuck, 2017). However, most of the employees at NCS have indicated that their wellbeing has been taken care of.

4.4.3 Responsibility in meeting Employee needs

This section looks at whether the organisation is always taking the responsibility to provide for the needs of the employees by providing proper training and building a meaningful workplace environment; in turn, employees have the responsibility to provide a meaningful contribution to the organisation.

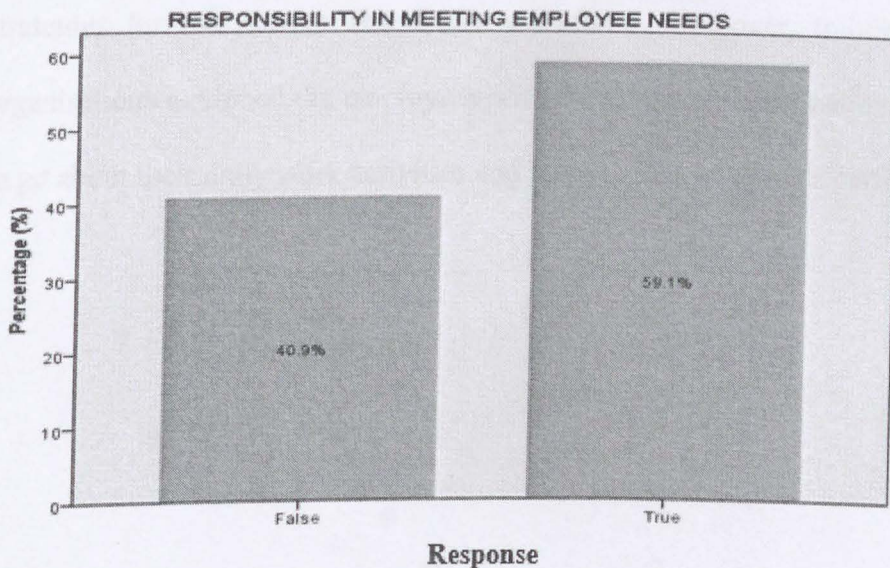


Figure 4-16: Responsibility of providing for the needs of the employees through proper training and team building

The results in Figure 4-16 shows that 36 (40.9%) of the respondents indicated that it is false that NCS takes responsibility for providing employees with their needs in terms of proper training and team building. The study also shows that 52 (59.1%) of the employees said that NCS takes responsibility for providing for the needs of the employees through proper training and team building and in turn, employees have the responsibility to provide a meaningful contribution to the organisation.

Davis and Simpson (2017) explained that to ensure that new workforce candidates attain the essential skill levels needed in today's workplace, business leaders have the responsibility to partner with and other organisations to provide learning opportunities as the means to the continued acceleration of change, both domestically and globally, places greater emphasis on the role of HR to develop effective employee engagement strategies for the current and future workforce. Moreover, training offered by the organisations equipped the employees with the necessary information and skills on how to go about their daily work activities and help in improving their performance.

4.4.4 Perceived Importance of Employee Engagement

This section looks at whether NCS perceives employee engagement as important even though the issue of how to increase the level of employee engagement is not warranted.

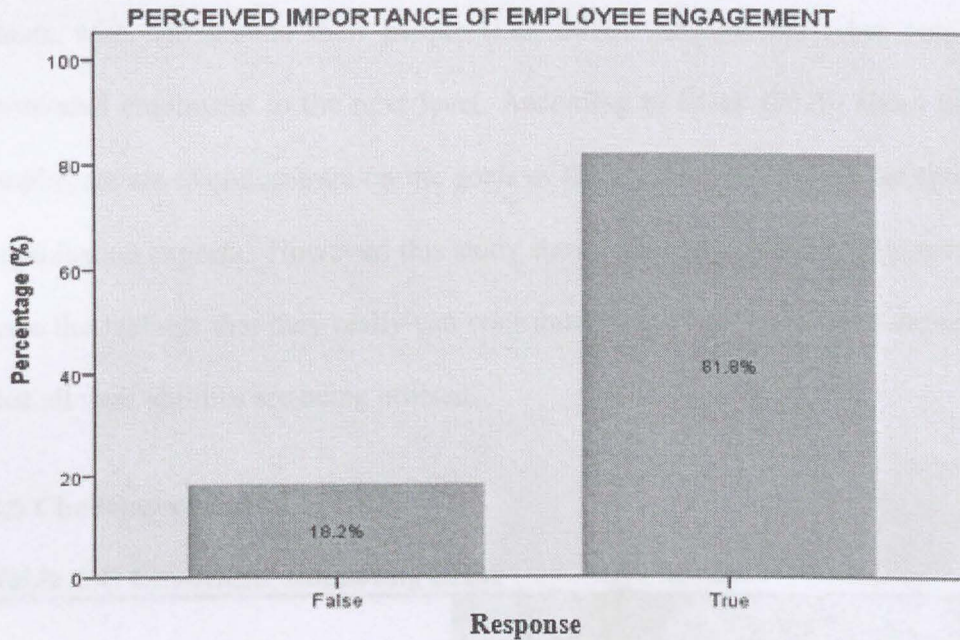


Figure 4-17: Perceived Importance of Employee Engagement

Engaging employees is critical for retaining valuable talent and is an important piece of the employee satisfaction puzzle as disengaged employees are more likely to leave their jobs (Clack, 2020). The results in **Figure 4-17** shows that 72 respondents which is (81.8%) of the employees have indicated that it is true that their organisation perceives the importance of employee engagement even though only 16 respondents as represented by (18.2%) of the respondents are not in agreement with this statement.

Engagement is the degree to which employees are passionate about their work and devote themselves to their work. Engaged employees go the extra mile to contribute to

the success of your organisation and this means that employees work and express themselves in a physical, cognitive and emotional manner (Tamen, 2013). Moreover, organisations embedding the enablers of employee engagement as the way they work have more chance of surviving in the new global economy, because they are building the future with and around their people (Lai, 2016). Engagement takes committed and motivated employees to the next level. According to Clack (2020) states that engaged employees are to concentrate on the goals of the organisation and on the results that the organisation expects. However, this study shows that only those in the management line have the feelings that they really can contribute to the success of your organisation and that all their abilities are being utilised.

4.5 Challenges Impacting ERM

Table 4-1: Challenges Impacting ERM

Challenges	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
The organisation does not promote dialogue and communication	0.0%	11.4%	33.0%	39.8%	15.9%
The organisation does not leverage its employees' desire to do good at work	0.0%	13.6%	19.3%	60.2%	6.8%
The organisation does not help employees to feel valued in completing their assigned tasks.	0.0%	11.4%	6.8%	71.6%	10.2%
The organisation does not inspire and reward employees	2.3%	11.4%	14.8%	58.0%	13.6%
The organisation does not offer career development to its employees	0.0%	13.6%	19.3%	60.2%	6.8%

The study sought to establish whether there were any challenges impacting ERM at the NCS. The results show that 35 respondents which is (39.8%) of the respondents have

agreed that NCS as a public organisation does not promote dialogue and communication, while 29 respondents (33%) of the respondents are not sure. However, Rai and Pareek, (2012) have noted that ERM is all about effective organisational communications for building employee confidence, trust and loyalty as well as to enable management to realise the potential of the skills and knowledge within their organisation.

Moreover, a study conducted by Lai (2016) on employee relations in SMEs has indicated that when managers treat employees fairly and with respect, it plays a significant role in enhancing their motivation and commitment which in turn improves organisational performance and communication. These challenges are an indicator that NCS is struggling to maintain communication, as this was identified as one of their challenges. Communication and trust with regards to Human Resource Management, the study shows that employees at NCS rate the importance of the selection and recruitment processes in the organisation in terms of fairness as just important.

NCS should provide inspiring and effective leadership, open and transparent communication which will lead to motivated employees and good performance. Moreover, NCS as a public organisation should improve communication with the employees through exchanging ideas, feelings and opinions with management.

The study also sought to determine whether the organisation is challenged by leveraging its employee's desire to do well at work. The outcome of the study indicates that 53 respondents (60.2%) of the respondents have agreed that this is a challenge at NCS, while 17 respondents (19.3%) are not sure, while 6 respondents (6.8%) are in strong

agreement with this statement. According to Davis and Simpson (2017), the increased demand for work/life balance and the changing relationship between employers and employees are driving the need for HR professionals and their organisations to understand what employees need and want truly and then determine how to meet those needs while at the same time developing and leveraging workplace talents at all levels. However, the employees at NCS have indicated that their organisation does not leverage its employees' desire to do well at work.

ERM strives to build long-term relationships with valued employees. Like any other new management concept, ERM is viewed as an advantageous approach that offers mutual values for employees and employers. Major values promised to employees are the greatest possible satisfaction of their individual needs, while the increased attraction, retention, motivation, and performance of employees are values promised to employers (Strohmeier, 2013, p. 13). Another challenge that the employees have looked at is whether the organisation does not help employees to feel valued in completing their assigned tasks.

The outcome of these findings has indicated that 63 (71.6%) of the agreements with the issue that the organisation does not help employees to feel valued in completing their assigned tasks. This is an indication that there is a lack of effective employee engagement within the NCS as only 10 respondents (11.4%) of the respondents have disagreed to this statement. According to Rothmann (2017), employee engagement is more than just knowing whether someone likes their job or not.

Measuring employee engagement lets you know how committed they are to the business and its success. Al-khozondar (2015) the good relationship between the manager and employee affect employee's performance where a good relationship can earn the loyalty and commitment of the employees when the manager provides steady leadership, clear communication, treat the employees fairly and consistently. This tells whether the organisation is motivating their employees as they are and how emotionally invested, they are in the work they are doing.

This study has shown that the managers do not take the opinion of employees into account and let them participate in decision making which made employees trust their managers and to be proud of the organisation that they work for. So, they feel uncomfortable and do their best in their jobs. Sharing goals and values with employees is important because managers make sure all employees are aware of these goals and values to direct their efforts towards the attainment of them which can positively impact on employees' performance and organisational outcomes.

Performance appraisal is a critical element in the performance management system. Performance appraisal is a sub-set of performance management and relates to the formal process of assessing and measuring employee performance against agreed objectives (Al-khozondar, 2015). The formal appraisal takes place regularly, usually annually, although it can occur more often. This study also looked at whether the organisation is inspiring and rewarding employees. The results in Table 4-1 have indicated that 51 respondents' equals to (58%) of the respondents are in agreement that the organisation does not inspire nor reward an employee. Moreover, only 10 respondents which is

(11.4%) of the respondents have disagreed that the organisation does not inspire and reward employees. According to Sanjeev and Surya (2016) based on the Frederick Herzberg's model, a behavioural model noted that when it comes to conflict, there is a need for managers to work against their own goals, objectives and desired outcomes as this behaviour is very rewarding when people realise that they are wrong.

However, Karikari, Opoku Boadi and Sai (2018) argue that reward does not always come in the form of money but employees being a part of a team are how an employee will gain a deep sense of meaning, purpose and connection in their life. The last challenge that the study looked at was whether the organisation does not offer career development to its employees. With regards to this statement, 53 respondents (60.2%) of the respondents have agreed that the organisation does not offer career development to its employees. Thus, NCS as an organisation needs to figure out strategies for identifying, encouraging, measuring, evaluating, improving, and rewarding employees' performance at work. There is a need for NCS as an organisation to ensure that NCS has an environment that builds staffs by ensuring that they participate in performance appraisal.

4.6 Discussion of Findings

The major purpose of this research was to investigate the effects of ERM on employees' performance at the NCS, a Correctional Facility in Windhoek, known as Windhoek Correctional Facility (WCF). The study shows that ERM components have an impact on the employees' performance at the Namibian Correctional Service. Organisations are

realising that ERM helps them to build stronger relationship with employees. As such ERM can build and enhance relationships and reinforce commitment to the organisation and improve the employees' performance.

The study examined the importance of ERM at the Namibian Correctional Service in terms of ERM practices such as Human Resource Management (HRM), Communication and trust. The study shows that employees at NCS rate the importance of the selection and recruitment processes in the organisation in terms of fairness as just important. Aspects such as managers seeking to strengthen and expand relations with employees, the outcome as well as establishing whether the rewards and incentives system in the organisation were characterised by its objectivity and transparency were covered.

With regards to the fair selection and recruitment process, the study has shown that this is regarded as important in terms of fairness. The rewarding system in terms of objective and transparency is not as important as it should be as the respondents indicated. The same applies to strengthening and expanding relations which is seen as slightly important. In terms of communication, the overall communication within NCS was considered not that important and this was measured based on the fact employees are not receiving clear messages and they also do not receive feedback from employers. The study has also shown that trust is also not considered important within the NCS as respondents indicated they are of the opinion that the fair treatment without discrimination is not considered as important by the NCS.

Overall, the study has indicated that the ERM components (HR practices, communication, and trust) are implemented in NCS even though the organisation has rated most of these components as not that important. Thus, there is a need for ERM status in the organisations to be taken as serious so that it can assist the employees in achieving tasks and targets set for their job positions. The study also indicated the need for the organisation to help in developing effective communication channels and systems so that information needs of employees are met. Moreover, the NCS employees need to rethink the decision not to allow the uniformed correctional officers to join trade unions as it can also be a voice for employees.

From this research, it becomes evident that ERM does have an influence on employee empowerment and it can also bring benefits for organisations. ERM can work by strengthening and increasing the relationship between organisations and their employees. To reap the required results from ERM, there is a need to keep communicating with and involving employees. The study has indicated that the organisation has not ensured that work engagement and empowerment play a significant role with regards to employee involvement. All employees at all levels starting from managers to normal employees indicated that they are all impacted by this. This despite them indicating that the employees at NCS are empowered emotionally, physically and cognitively to engage in their daily work. The employees feeling empowered emotionally, physically, and cognitively to engage in their daily work are mostly the managers and not the low-level employees.

With regards to ERM, the study identified that 57.96% of the respondents agreed that there are various challenges impacting ERM. Communication has been identified as one of the challenges hindering ERM implementation as the study agrees with the facts that the organisation does not promote dialogue and communication. The lack of communication also meant that the organisation is not leveraging the desire to do well at work. This provides / indicates that there is room for balancing and changing the relations between the employers to understand truly what the employees desire to successfully perform their tasks. ERM also speaks of value and the study found that the organisation does not help employees to feel valued in completing their assigned tasks. The study further indicated that there is a need for NCS to ensure that all employees are well aware of the goals of the organisation as well as the background to the decisions that are being made. Thus, the study concludes that good relationships between the manager and the employee improve employee performance. Also, a good relationship can earn the loyalty and commitment of the employees when the manager provides steady leadership, clear communication, treat the employees fairly and consistently.

4.7 Summary

This chapter discussed the data analysis and findings and presented them in table and graphic format. From this research, it becomes evident that ERM can bring benefits to organisations. ERM can work by strengthening and increasing the relationship between organisations and their employees. To achieve the required objectives from ERM, there is a need to implement them according to strategy. Many companies-built strategies by keeping an eye on their employees. The results of the research reveal that if ERM

components (HR practices, communication, trust, shared goals and values) are implemented in organisations and managers give it great attention in terms of importance, then organisations can really thrive. Enhancing ERM in organisations can also help employees in achieving tasks and targets set for their job positions and helps in developing effective communication channels and systems, so that information needs of employees are met. ERM emphasises on performance, growth and development of employees for creating competitive advantage. It helps in improving working conditions, establishing healthy relations among employees and helps instil a sense of belonging among employees. Literature was used to discuss similar findings.

NCS applies some of the HR practices as a component of ERM which would make the employees perform their jobs very well. However, there is still a need for organisation-wide awareness on the importance of the HR practices in the public sector and their important role in improving employees' performance. Employees have the ability to take responsibility for the daily burden of work and management does not provide appropriate training for staff to enable them to do their jobs. Employees are keen to achieve the objectives of the organisations, once they have the ability to work with emergency situations and complete the required job in time which leads to lifting the morale of workers and improving their performance.

Training offered by the organisations does not equip the employees with the necessary information and skills on how to go about their daily work activities so as to help the employees in improving their performance. Reward and incentive systems in the organisations are not characterised by objectivity and transparency. Transparency in the

reward and incentive system leads to higher productivity that has the possibility of enhancing employee performance. This study also revealed that communication plays a crucial role at organisations and it is one of the most important factors which improve the relationship among employees even though this study has revealed that the NCS as an organisation does not regard it with high importance. When communication is open and transparent, employees can build high trust in their organisation and perceive the organisation as being transparent. The research revealed that there exists no open and transparent communication in the organisation; no effective communication systems as there is no regular feedback from managers that help to improve work. The next chapter concludes the study, discusses the conclusions and limitations and makes recommendations for practice and further research.

CHAPTER 5 : CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

In this chapter the conclusions are drawn in accordance with the obtained results, recommendations will be presented, following the conclusions and topics for future research are suggested at the end of this chapter.

5.2 Conclusions

There is currently, no clear ERM framework within the NCS as governed by the Public Service Commission policy. Thus, this study investigated the influence of employee relations on the performance of NCS. The study also determined the challenges that the NCS is currently enduring in implementing ERM practices. Understanding the ERM practices that the NCS can consider in improving employer and employee relationships is important in identifying the practices that are better at managing relationships in an organisation such as the NCS. Therefore, the result of this research study provides relevant information to policy makers and employers on ERM practices within the public sector.

The study has indicated that it is very important for public sector organisation such as the NCS to pay special attention to all components of ERM involving HR practices, communication, trust, leadership styles and shared goals and values as important variables because of their great effect on employee performance in long term. This can only be achieved if organisations such as the NCS can develop clear frameworks for ERM. This framework should contain every aspect for the employee relationships where ERM must be a new concept the organisations such as NCS should adopt and implement where the employees are the key success of any organisation.

The NCS should focus on implementing an ERM strategy that focuses on training as a very helpful strategy for the employees to develop their skills and abilities that can enable them to carry out their tasks. This ERM strategy should also take into consideration the best HR practices to achieve employee empowerment in improving the results of their employees' performance. Other HR practices required include inspiring and effective leadership, open communication which will lead to motivated employees and good performance. Transparent communication should be improved through interchange ideas, feelings, and opinions with management to strengthen the relationship with employees. Moreover, employees should also be provided with feedback from their managers, who are also liable to actively listening to employees as this empowers them to perform their jobs.

With regards to decision making, the ERM strategy should consider how employees should be involved by their organisations in decision making as this can improve trust between them and improve their performance. The study also adds that the managers should also clearly share their goals and values with the employees and make an effort to actively and clearly explain them to the employees as this likely to be successful in maintaining good relationships with the employees. The NCS needs to figure out strategies that they can utilise in identifying, encouraging, measuring, evaluating, improving and rewarding employees' performance at work

5.3 Recommendations

The study makes the following recommendations:

- NCS as an organisation should improve communication with the employees through exchanging ideas with management. This will also allow the employees to be more open to communicating with their managers about their work or grievances.
- NCS as an organisation should put more focus into empowering employees to engage in their daily work as this is a prerequisite and foundation to improve employees' performance.
- The NCS should reward employees so that they can motivate them to perform their tasks very well.
- NCS as a public institution should come up with a clear model for ERM. This model should contain every aspect of the employee relationships. ERM must be a concept the organisation adopts and implements where the employees are the key success of factor of the organisation. The Coggerger and Kanugo Model is well suited for the NCS because it looks at how employers should delegate authority, engage employees in decision making as well as sharing information and resources. These are ER practices that are currently lacking at the NCS.
- Managers at all levels should clarify goals and values, provide formal and informal feedback, and engage employees in open and honest dialogue, so they can improve the relationships they share with employees.

5.4 Proposed Future Studies

The followings are suggested related topics for future studies:

- 1) The effects of employee relationship management on employee's performance in NCS should be looked at from the perspective of how the employees deal with grievances as this study found that the employees are not allowed to join a union. This study should follow a qualitative research methodology.
- 2) The effects of employee relationship management with a focus on the impact of employee engagement on employee performance in the public sector should be conducted and this should be based on qualitative research should be conducted by also looking at more than one institutions.
- 3) Employee Relationship Management and Quality of Work should also be conducted based on different methodologies.

REFERENCES

- Ansong, F., Akuoko, K. O., & Dwumah, P. (2012). Employee Involvement in Decision Making and Workers Performance in Selected Organisations in the Ashanti Region of Ghana. *International Journal of Multidisciplinary Management Studies*, 2(6), 11-23.
- Acikgoz, Y. (2019). Employee recruitment and job search: Towards a multi-level integration. *Human resource management review*, 29(1), 1-13.
- Alromaihi, M. A., Alshomaly, Z., A., & George, S. (2017). Job satisfaction and employee performance: A theoretical review of the relationship between the two variables. *International Journal of Advanced Research in Management and Social Sciences*, 6(1), 1-20.
- Al-Deehani, S. G. (2019). Administrative empowerment among Kuwait University staff and its effect on their job satisfaction. *Journal of Applied Research in Higher Education*.
- Al-khozondar, N. (2015). Employee relationship management and its effect on employee's performance at the telecommunication and banking sectors. *Employee relationship management and its effect on employee's performance at the telecommunication and banking sectors*.
- Aithal, P. S., & Kumar, P. M. (2016). Organisational behaviour in the 21st century—'Theory A 'for managing people for performance. *IOSR Journal of Business and Management (IOSR-JBM)*, 18(7), 126-134.
- Andiappan, M. (2020). Feel free to keep quiet: The implications of employee voice expectations. *Canadian Journal of Administrative Sciences/Revue Canadienne des Sciences de l'Administration*.
- Atmowardoyo, H. (2018). Research methods in TEFL studies: Descriptive research, case study, error analysis, and R & D. *Journal of Language Teaching and Research*, 9(1), 197-204.
- Adamska-Chudzińska, M. (2020). Employee retention management in the context of situational leadership. *Nierówności społeczne a wzrost gospodarczy*, (62), 214-227.
- Ackon, A. A. (2018). *Employee relations and productivity: a study of selected publishing firms in the Accra Metropolis* (Doctoral dissertation, University of Cape Coast).
- Bacong, C. I. M., & Encio, H. A. (2017). Effect of Employee Relation to Job Performance in Engineering, Construction and Manufacturing Company.

- Busse, R., & Warner, M. (2017). The legacy of the Hawthorne experiments: A critical analysis of the human relations school of thought. *History of Economic Ideas*, 25(2), 91-114.
- Bouzenita, A. I., & Boulanouar, A. W. (2016). Maslow's hierarchy of needs: An Islamic critique. *Intellectual Discourse*, 24(1).
- Batool, S. (2016). Impact of principal's age and administrative experience on conflict management styles at the secondary school level. *City University Research Journal*, 6(2).
- Benson, J., & Brown, M. (2010). Employee voice: does union membership matter? *Human Resource Management Journal*, 20(1), 80-99.
- Berhane, H., & Zewdie, S. (2018). A Literature Review on the Effects of Employee Relation on Improving Employee Performance. *International Journal in Management & Social Science*, 6(4), 66-76.
- Bajaj, R. (2013). Suggestions to Implement Human Relations and Its Determinants in Public Sectors. *American Journal of Engineering Research*, 02(12), 91-97.
- Banerjee, A. (2012). Six main Features of Human Relations Theory. [Online] Available at: <http://www.preservearticles.com/2012051832410/6-main-features-of-human-relations-theory.html> [accessed Jul 14, 2020].
- Bonache, J., & Zárraga-Oberty, C. (2017). The traditional approach to compensating global mobility: criticisms and alternatives. *The International Journal of Human Resource Management*, 28(1), 149-169.
- Bojadziev, M., Stefanovska-Petkovska, M., Handziski, V., & Barlakoska, G. (2016). Age-related preferences of leadership style: Testing McGregor's theory X and Y. *Journal of Management Research*, 8(4), 187-207.
- Bakotić, D. (2016). Relationship between job satisfaction and organisational performance. *Economic research-Ekonomska istraživanja*, 29(1), 118-130.
- Balamurugan, G., & Shenbagapandian, V. (2016). A Study on Grievance Handling Measures a Theoretical Perspective. *International Journal of Management and Commerce Innovations*, 14(2), 142-156.
- Boateng, L. A. (2019). *Influence of External Director Recruitment on Employee Work Output: A Study of Volta River Authority of Ghana* (Doctoral dissertation, University of Ghana).

- Chaudhry, M. S., Sohail, F., & Riaz, N. (2013). Impact of Employee Relation on Employee Performance in Hospitality Industry of Pakistan. *Entrepreneurship and Innovation Management Journal*, 1(1), 60-72.
- Clack, L. (2020). Employee Engagement: Keys to Organisational Success. *The Palgrave Handbook of Workplace Well-Being*, 1-28.
- Creative Research Systems (2013). Sample Size Calculator. Retrieved from <https://www.surveysystem.com/sscalc.htm#one>, accessed on the 30 September 2019
- Chand, S. (2017). *Productivity Performance in the South Pacific Islands*. Canberra, ACT: National Centre for Development Studies, Research School of Pacific Studies, The Australian National University.
- Dobre, O. I. (2013). Employee motivation and organisational performance. *Review of applied socio-economic research*, 5(1)
- Dimitri, D., Goubert, A., Miller, A. B., Thomas, B., & Chan, T. (2016). A quantitative study on anonymity and professionalism within an online free open access medical education community. *Cureus*, 8(9).
- Davis, P. J., & Simpson, E. (2017). Resource-based theory, competition and staff differentiation in Africa: Leveraging employees as a source of sustained competitive advantage. *American Journal of Management*, 17(1).
- Forsyth, A., Howe, J., Gahan, P., & Landau, I. (2017). Establishing the Right to Bargain Collectively in Australia and the UK: Are Majority Support Determinations under Australia's Fair Work Act a More Effective Form of Union Recognition. *Industrial Law Journal*, 46(3), 335-365.
- Furåker, B. (2020). European trade union cooperation, union density and employee attitudes to unions. *Transfer: European Review of Labour and Research*, 1024258920933118.
- Ford, S. (2019). Income as Incentive: An Examination of Money as a Motivator Among Top Tier Employees1.
- Fiaz, M., Su, Q., & Saqib, A. (2017). Leadership styles and employees' motivation: Perspective from an emerging economy. *The Journal of Developing Areas*, 51(4), 143-156.
- Fisher, M., & Schneider, Z. (2016). Analysing data in quantitative research. Z. Schneider, D. Whitehead, G. Lo-Biondo-Wood, & J. Haber, *Nursing and midwifery research methods and appraisal for evidence-based practice*, 213-235.

- Fulton, B. R. (2018). Organizations and survey research: Implementing response enhancing strategies and conducting nonresponse analyses. *Sociological Methods & Research*, 47(2), 240-276.
- Gibbs, M., Neckermann, S., & Siemroth, C. (2017). A field experiment in motivating employee ideas. *Review of Economics and Statistics*, 99(4), 577-590.
- Garcia, R. B., Gonzales, A. A., & Orence, A. (2018). Conflict Resolution Styles Among Filipino Seafarers: Inputs to a Conflict Management Program. *Asia Pacific Journal of Maritime Education*, 4(1).
- Goertzen, M. J. (2017). Introduction to quantitative research and data. *Library Technology Reports*, 53(4), 12-18.
- Gandolfi, F., & Stone, S. (2017). The emergence of leadership styles: A clarified categorization. *Revista De Management Comparat International*, 18(1), 18.
- Harrell-Cook, G., Levitt, K., & Grimm, J. (2017). From Engagement to Commitment: A New Perspective on the Employee Attitude-Firm Performance Relationship. *International Leadership Journal*, 9(1).
- Heide, M., von Platen, S., Simonsson, C., & Falkheimer, J. (2018). Expanding the scope of strategic communication: Towards a holistic understanding of organisational complexity. *International Journal of Strategic Communication*, 12(4), 452-468.
- Hastings R.R (2010). Employee Suggestion Programs SHRM Poll, November 2010. Retrieved from <https://www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/Pages/employeesuggestionprograms.aspx>
- Hancock, D. R., & Algozzine, B. (2017). *Doing case study research: A practical guide for beginning researchers*. Teachers College Press.
- Iikela, S. (2018, November 28). No salary increases for public servants. *The Namibian*. Retrieved from <https://www.namibian.com.na/183561/archive-read/No-salary-increase-for-public-servants>, accessed on the 30 September 2019
- Jing, Z. (2013). Research on Employee Relationship Management of SMEs in China. *Fifth international conference* (pp. 1-7). China.
- Judge, T. A., Weiss, H. M., Kammeyer-Mueller, J. D., & Hulin, C. L. (2017). Job attitudes, job satisfaction, and job affect: A century of continuity and of change. *Journal of Applied Psychology*, 102(3), 356.

- Joo, B. K., Zigarmi, D., Nimon, K., & Shuck, B. (2017). Work cognition and psychological well-being: The role of cognitive engagement as a partial mediator. *The Journal of Applied Behavioural Science*, 53(4), 446-469.
- Kim, B., Park, E., Cameron, G. T., Meadows, C., Ott, H. K., & Xiao, A. (2017). Transparent communication efforts inspire confident, even greater, employee performance. *Asian Journal of Public Relations*, 1(1), 9-31.
- Kirkman, B., Chen, G., & Mathieu, J. (2020). Improving employee performance by developing empowering leaders & companies. *Behavioural Science & Policy*, 6(1), 23-36.
- Kim, D. O., & Bae, J. (2017). *Employment relations and HRM in South Korea*. Taylor & Francis.
- Kathuria, A., & Porporino, F. J. (2015). Implementing information technology for corrections in Africa: a case example of the Namibian Correctional Service automated offender management information system. *Acta Criminologica: African Journal of Criminology & Victimology*, 2015(Special Edition 2), 1-21.
- King, D. (2016). Human relations movement/Mayo. In *Encyclopedia of Human Resource Management*. Edward Elgar Publishing Limited.
- Kirsten, E., & Du, Toit, E. (2018). The relationship between remuneration and financial performance for companies listed on the Johannesburg Stock Exchange. *South African Journal of Economic and Management Sciences*, 21(1), 1-10.
- Karikari, A. F., Opoku Boadi, P., & Sai, A. A. (2018). Rewarding employees for corporate performance improvements. *Human Systems Management*, 37(3), 311-317.
- Khan, N., Waqas, H., & Muneer, R. (2017). Impact of Rewards (Intrinsic and extrinsic) on employee performance: with special reference to courier companies of city Faisalabad, Pakistan. *International journal of management excellence*, 8(2), 937-945.
- Kuzua, Ö. H. & Ozilhan, D. (2014). The Effect of Employee Relationships and Knowledge Sharing on Employees' Performance: An Empirical Research on Service Industry: An Empirical Research on Service Industry. *Social and Behavioural Sciences* 109, 1370 – 1374.
- Koley, G., & Rao, S. (2018, October). Adaptive human-agent multi-issue bilateral negotiation using the Thomas-Kilmann conflict mode instrument. In 2018

IEEE/ACM 22nd International Symposium on Distributed Simulation and Real-Time Applications (DS-RT) (pp. 1-5). IEEE.

- Lai, Y. (2016). *Employee relations in SMEs: an empirical approach using the Workplace Employment Relation Survey (WERS 2011)* (Doctoral dissertation, Kingston University).
- Lasrado, F., Gomiseck, B., & Uzbeck, C. (2017). Effectiveness of employee suggestion schemes—from critical success factors to outcomes. *International Journal of Quality and Service Sciences*.
- Lindeke, B. (2014). Conflict resolution by institutional design: Democratic development and state formation in independent Namibia-public service and decentralisation experiences. *Journal of Namibian Studies*, 15.
- Mabunga, R. A. S., & Mabunga, M. E. M. (2019). Conflict Management among Selected Officials of State Universities and Colleges in the Philippines. *MIMBAR PENDIDIKAN*, 4(1), 1-20.
- Majule, A. N. (2017). *The Influence of Supervisor Employee Relation on Employees Performance in Hospitality Industry, the Case of Dar es Salaam* (Doctoral dissertation, The Open University of Tanzania).
- Mulatu, A. (2018). *The Relationship between Leadership Styles and Conflict Resolution Strategies: The Case of Selected International NGOs* (Doctoral dissertation, Addis Ababa University).
- Muthoka, M. K. (2017). *Influence of Employee Relations Practices on Organisational Performance of Public Healthcare Sector in Kenya* (Doctoral dissertation, COHRED, JKUAT).
- Muldoon, J., Benedickson, J., Bauman, A., & Liguori, E. W. (2019). Reassessing Elton Mayo: clarifying contradictions and context. *Journal of Management History*.
- Mishra, K., Boynton, L., & Mishra, A. (2014). Driving employee engagement: The expanded role of internal communications. *International Journal of Business Communication*, 51(2), 183–202.
- Namibian Correctional Service. (2020, August 05). *Employee list report*. Retrieved from Human Resource System database.
- Naim, M. F., & Lenka, U. (2018). Development and retention of Generation Y employees: a conceptual framework. *Employee relations*.

- Namibia Statistics Agency. (2017). Namibia Labour Force Survey 2016 Report. Namibia Statistics Agency, Windhoek.
- Naukushu, N. T. (2014). *An evaluation of the strategic management process of Namibian Correctional Services and its relevance to the Windhoek Correctional Facility* (Doctoral dissertation).
- Onyango, O. A. (2013). Perception of the effectiveness of employee relationship management practices in large civil society organisations in Nairobi. *A research project submitted in partial fulfilment of the requirements for the award of the degree of Master of Business Administration (MBA)*.
- Olang, B. A. (2017). *The influence of conflict management on organisational performance: a case of stigma SACCO society limited* (Doctoral dissertation, United States International University-Africa).
- Oude Mulders, J. A. A. P., Henkens, K., Liu, Y., Schippers, J., & Wang, M. (2018). Managers' interview invitation decisions about older job applicants: human capital, economic conditions and job demands. *Ageing and Society*, 38(4), 839-864.
- Prajapati, S., Sabharwal, V., & Wadhvani, V. (2018). A Prototype for Grievance Redressal System. In *Proceedings of International Conference on Recent Advancement on Computer and Communication* (pp. 41-49). Springer, Singapore.
- Pavlenko, A. (2019). The Verbal Communication of Emotions: Interdisciplinary Perspectives. Su. (Re) constructing Gender in a New Voice: A Special Issue of the *Journal of Language, Identity, and Education*, 317.
- Paramboor, J., & Ibrahim, M. B. (2018). Scientific Management Theory: A Critical Review from Islamic Theories of Administration. *Al-Shajarah: Journal of the International Institute of Islamic Thought and Civilization (ISTAC)*, 321-336.
- Perry, G. L. (2017). *Human Relations Management theory is basic*. [Online] Available at <https://www.business.com/articles/human-relations-management-theory-basics/> [Accessed 14 July 2020]
- Pulakos, E., & O'leary, R. (2011). Why Is Performance Management Broken? *Industrial and organisational Psychology*, 4, 146-164 *Relations Today*, 30(2), 51-64.
- Rahman, K. U., Akhter, W., & Khan, S. U. (2017). Factors affecting employee job satisfaction: A comparative study of conventional and Islamic insurance. *Cogent Business & Management*, 4(1), 1273082.

- Rothmann, S. (2017). Employee engagement. *The Wiley Blackwell handbook of the psychology of positivity and strengths-based approaches at work*, 317-341.
- Rajae Harandi, S., & Abdolvand, N. (2018). Investigating the effect of online and offline workplace communication networks on employees' job performance: Considering the role of culture. *Journal of Global Information Technology Management*, 21(1), 26-44.
- Karanja, C. J., R., Anthony, M. T., & Commerce, O. B. O. (2011). Employee relationships and organisational performance (Unpublished Bachelors' dissertation). Makerere University, Tanzania.
- Kuzu, Ö. H. & Özilhan, D. (2014). The effect of employee relationships and knowledge sharing on employees' performance: An empirical research on the service industry. *Procedia-Social and Behavioural Sciences*, 109, 1370-1374.
- Miller, K. I. (2007). Compassionate communication in the workplace: Exploring processes of noticing, connecting, and responding. *Journal of Applied Communication Research*, 35(3), 223-245.
- Samuel, J. O. (2018). Effect of Employee Relations on Employee Performance and Organisational Performance-Study of Small Organisations in Tanzania. *Global Journal of Management and Business Research*.
- Saleh, N. S. S. N. (2020). Protection against pre-employment discrimination in Malaysia. *Malaysian Journal of Syariah and Law*, 8(1), 1-8.
- Sanjeev, M. A., & Surya, A. V. (2016). The two-factor theory of motivation and satisfaction: An empirical verification. *Annals of Data Science*, 3(2), 155-173.
- Strohmeier, S. (2013). Employee relationship management—Realising a competitive advantage through information technology? *Human Resource Management Review*, 23(1), 93-104.
- Senarathne, C. W. (2020). The Optimal Capital Structure under the Conditions of Employment: An Application of Theory X and Theory Y. *Zagreb International Review of Economics & Business*, 23(1), 51-69.
- Subramanian, K. R. (2017). Employer-employee relationship and impact on organisation structure and strategy. *International Journal of Innovative Trends in Engineering (IJITE)*, 43(27), 39-45.
- Sankar, R. (2018). A study on employee empowerment, work performance and its allied factors among teaching and non-teaching women staffs in Puducherry. *International Journal of Management Studies*, 5(1), 21-27.

- Sharma, D., & Arora, R. (2019). Impact of empowerment on the performance of faculty in private universities of Punjab. *JIMS8M: The Journal of Indian Management & Strategy*, 24(4), 44-48.
- Sharma, G. (2017). Pros and cons of different sampling techniques. *International journal of applied research*, 3(7), 749-752.
- Sahedur, R., & Taniya, R. K. (2017). Effect of employee relationship management (ERM) on employee performance: A study on private commercial banks in Bangladesh. *Hum Resour Manag Res*, 7(2), 90-96.
- Simms, M., Eversberg, D., Dupuy, C., & Hipp, L. (2018). Organising young workers under precarious conditions: What hinders or facilitates union success. *Work and Occupations*, 45(4), 420-450.
- Siqueira, A. H., & Dhriti, A. (2015). Employee relations and its impact on employee performance: a case study.
- Siedlecki, S. L. (2020). Understanding Descriptive Research Designs and Methods. *Clinical Nurse Specialist*, 34(1), 8-12.
- Smith, S. A., Patmos, A., & Pitts, M. J. (2018). Communication and teleworking: A study of communication channel satisfaction, personality, and job satisfaction for teleworking employees. *International Journal of Business Communication*, 55(1), 44-68.
- Truong, J. M., Barnes, M. E., & Brownell, S. E. (2018). Can Six Minutes of Culturally Competent Evolution Education Reduce Students' Level of Perceived Conflict Between Evolution and Religion. *The American Biology Teacher*, 80(2), 106-115.
- Taneja, S., Pryor, M. G., & Toombs, L. A. (2011). Frederick W. Taylor's scientific management principles: relevance and validity. *Journal of Applied Management and Entrepreneurship*, 16(3), 60.
- Tillé, Y., & Wilhelm, M. (2017). Probability sampling designs: principles for the choice of design and balancing. *Statistical Science*, 32(2), 176-189.
- Tassé, A. M., & Kirby, E. (2017). Is written informed consent outdated? *The European Journal of Public Health*, 27(2), 195-196.
- Tjivikua, J. (2017). A perception of the implementation of the performance management system in Namibia: a case of the Ministry of Home Affairs and Immigration (Doctoral dissertation, University of Namibia).

- Tyser, A. R., Abtahi, A. M., McFadden, M., & Presson, A. P. (2016). Evidence of non-response bias in the Press-Ganey patient satisfaction survey. *BMC health services research*, 16(1), 350.
- Visvanathan, P., Muthuveloo, R., & Ping, T. A. (2018). The impact of leadership styles and organisational culture on job satisfaction of employees in the Malaysian manufacturing industry. *Global Business and Management Research*, 10(1), 247-265.
- Väyrynen, T. (2018). Culture and international conflict resolution: A critical analysis of the work of John Burton.
- Walden, J., Jung, E. H., & Westermann, C. Y. K. (2017) Employee communication, job engagement, and organisational commitment: A study of members of the Millennial Generation. *Journal of Public Relations Research*, 29(2-3), 73-89.
- Wangila, R. N., & Kiiru, D. (2019). Employee Relations Strategies and Performance of Water and Sewerage Service Provider in Nairobi City County, Kenya. *International Journal of Current Aspects*, 3(III), 14-27.
- Yaro, I. (2014). Recruitment and selection in the Nigerian public service: Nature, challenges and way forward. *Journal of Economics, Management and Trade*, 1005-1017.
- Yue, C. A., Men, L. R., & Ferguson, M. A. (2019). Bridging transformational leadership, transparent communication, and employee openness to change: The mediating role of trust. *Public Relations Review*, 45(3), 101779.
- Yongcai, Y. (2010). Employee Relationship Management of Small and Medium-sized Enterprises. *International Conference on E-Business and E-Government*. IEEE.

APPENDICES

Appendix I: Questionnaire

Questionnaire instructions

The questions are formulated in such a manner that you need only indicate your choice by making a cross (✕) in the space provided.

PART I: BACKGROUND INFORMATION

1. I am a Male [] Female []

2. What is your age?

- a) 20-30 []
- b) 31-40 []
- c) 41-50 []
- d) 51-60 []

3. How many years have you been working at NCS?

- a) 1-4 []
- b) 5-8 []
- c) 9-12 []
- d) Above 12 []

4. Do you belong to a trade union? yes [] no []

5. What is the Level of your Education?

- a) Diploma level []
- b) Undergraduate level []
- c) Graduate level []
- d) Masters []

6. I'm employed in the NCS on the following level

- a) Top management
- b) Middle management
- c) Supervisor
- d) Operational worker
- e) Others

PART II: IMPORTANCE OF EMPLOYEE RELATIONS MANAGEMENT (ERM) PRACTICES

7. To examine the importance of ERM at the Namibian Correctional Service

State the extent to which you agree with the importance of ERM at the Namibian Correctional Service. Indicate your choice by making a cross (✖) in the space provided. Use the scale: 1 = Not at all important, 2 = Slightly important, 3 = Important, 4 = Fairly Important, 5 = Very Important.

7.1 Human Resource Management

Human Resource Management	Not at all important	Slightly important	Important	Fairly Important	Very Important
1. Selection and recruitment processes in the organisation considered fair	1	2	3	4	5
2. Rewards and incentives system in the organisation characterized by its objectivity and transparency.	1	2	3	4	5
3. Managers seeks to strengthen and expand relations with employees	1	2	3	4	5

7.2 Communication

Communication	Not at all important	Slightly important	Important	Fairy Important	Very Important
1. The manager talks continuously with employees about work problems and obstacles	1	2	3	4	5
2. The manager can deliver clear messages to employees about matters relating to work	1	2	3	4	5
3. The manager accepts criticisms from the employees	1	2	3	4	5
4. The organisation asks for feedback from the employees about the quality of information they receive	1	2	3	4	5

5.3 Trust

Trust	Not at all important	Slightly important	Important	Fairy Important	Very Important
1. The organisation treats employees fairly and without discrimination	1	2	3	4	5
2. Whenever the manager makes decision, he consider the decision's impact on employees	1	2	3	4	5
3. Managers take the opinions of employees into account when making decisions	1	2	3	4	5
4. Managers appreciate employees who perform their tasks properly	1	2	3	4	5

PART III: INFLUENCE OF EMPLOYEE EMPOWERMENT THROUGH EMPLOYEE RELATIONS MANAGEMENT

6. My organisation has ensured that work engagement and empowerment play a significant role in employee involvement?

True []

False []

7. Employees at my organisation are empowered emotionally, physically and cognitively to engage in their daily work?

True []

False []

8. My organisation is always taking the responsibility to provide for the needs of the employees by providing proper training and building a meaningful workplace environment; in turn, employees have the responsibility to provide a meaningful contribution to the organisation?

True []

False []

9. My organisation perceives the importance of employee engagement; however, the issue of how to increase the level of employee engagement is not warranted?

True []

False []

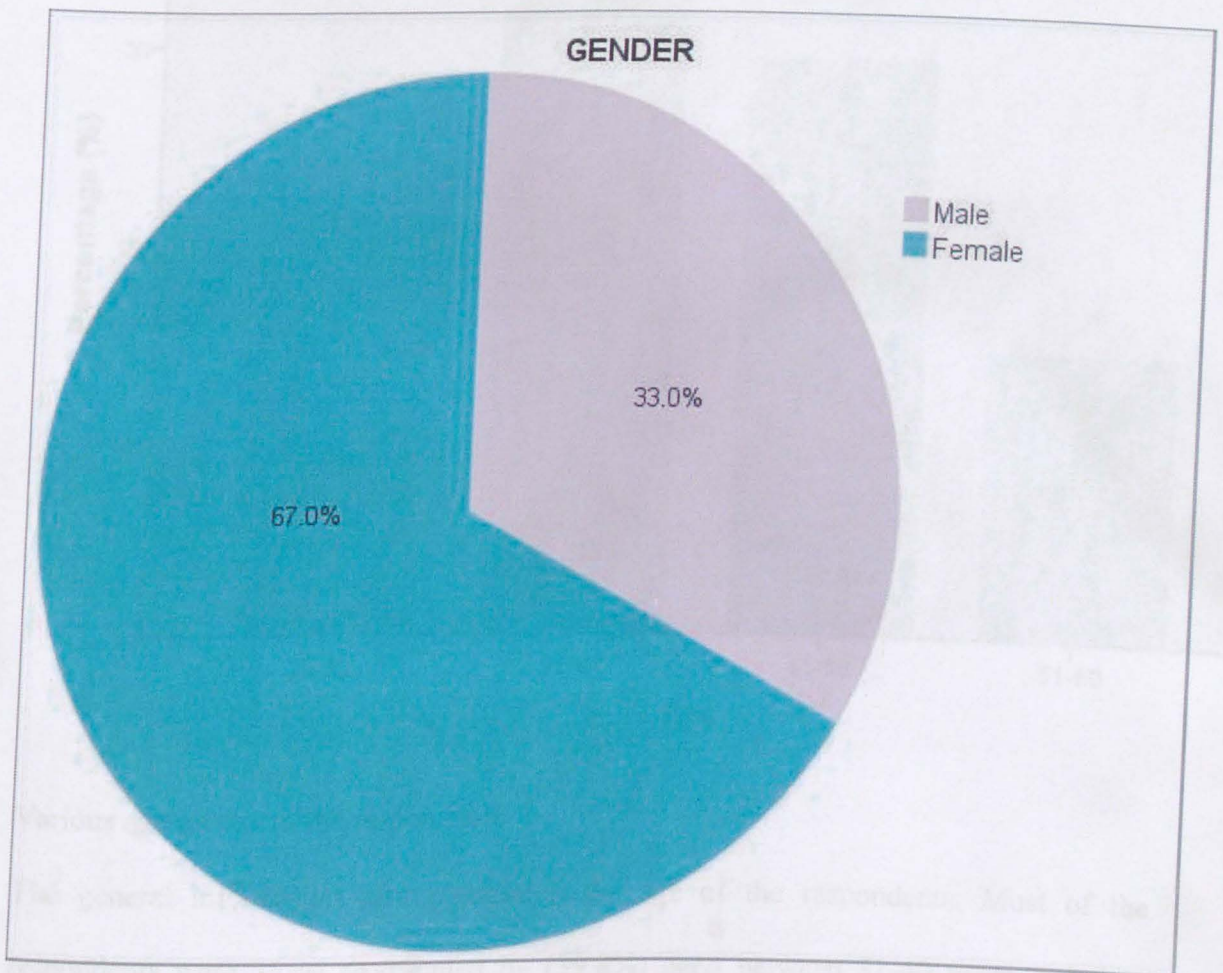
PART IV: CHALLENGES THAT IMPACT THE IMPLEMENTATION OF EMPLOYEE RELATIONS MANAGEMENT

Challenges	Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree
1. The organisation does not promote dialogue and communication	1	2	3	4	5
2. The organisation does not leverage its employees' desire to do good at work	1	2	3	4	5
3. Organisation does not help employees to feel valued in completing their assigned tasks.	1	2	3	4	5
4. The organisation does not inspire and reward employees	1	2	3	4	5
5. The organisation does not offer career development to its employees	1	2	3	4	5
6. The organisation does not promote health and work-life balance to improve employee engagement	1	2	3	4	5

Appendix II: Demography of the Study

This section of the questionnaire covered the respondents' gender, age and educational level. Though not central to the study, the personal data helped contextualise the findings and the formulation of appropriate recommendations to enable performance through Employee Relationship Management at the Namibian Correctional Service.

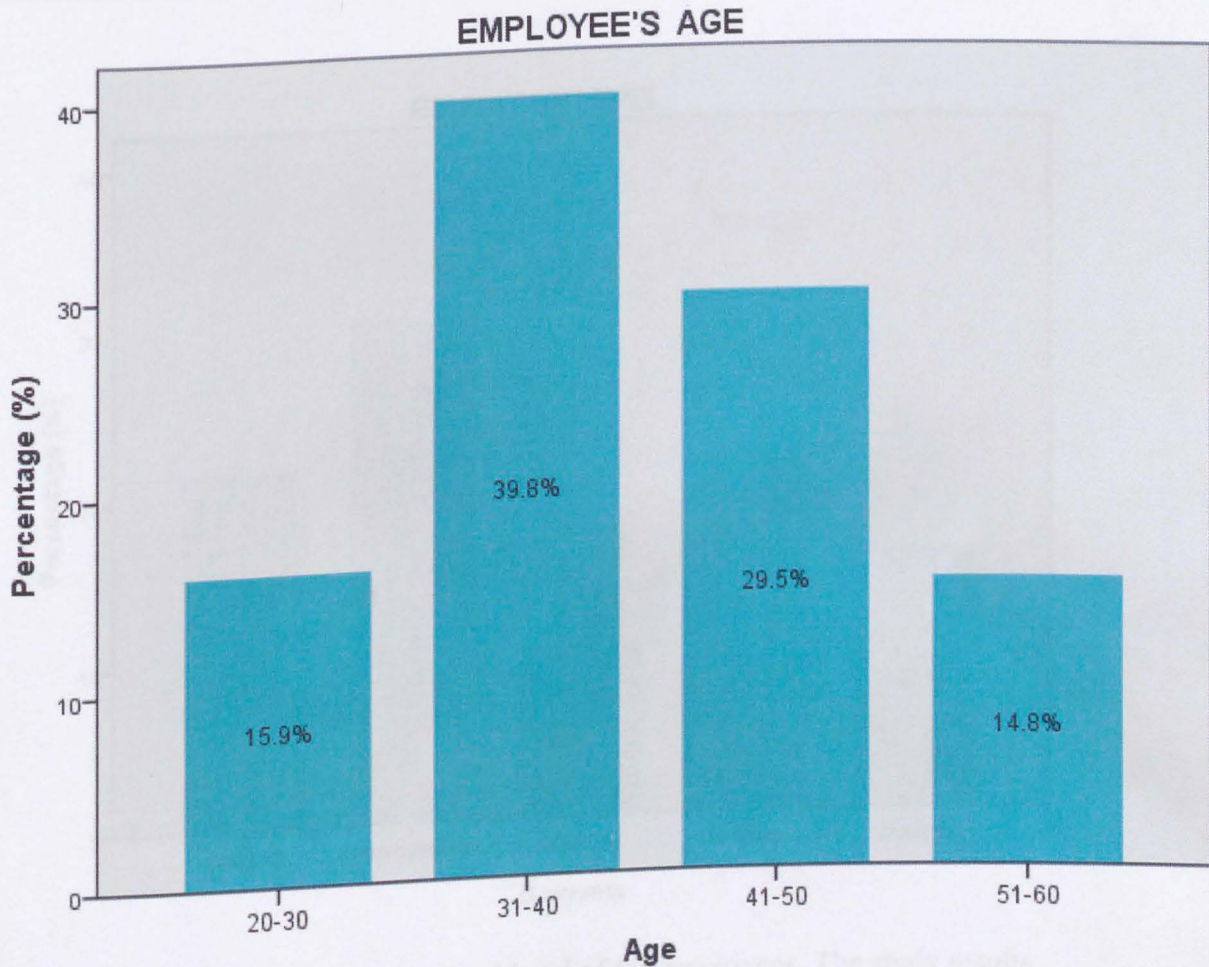
Gender



The outcome of the results from this study was based on 59 (67%) of females who were more than the males who only made up 29 (33%) of the respondents. This is an

indication most views obtained in this study fully represent women; then it also represents males as the minority.

Employees Age Groups

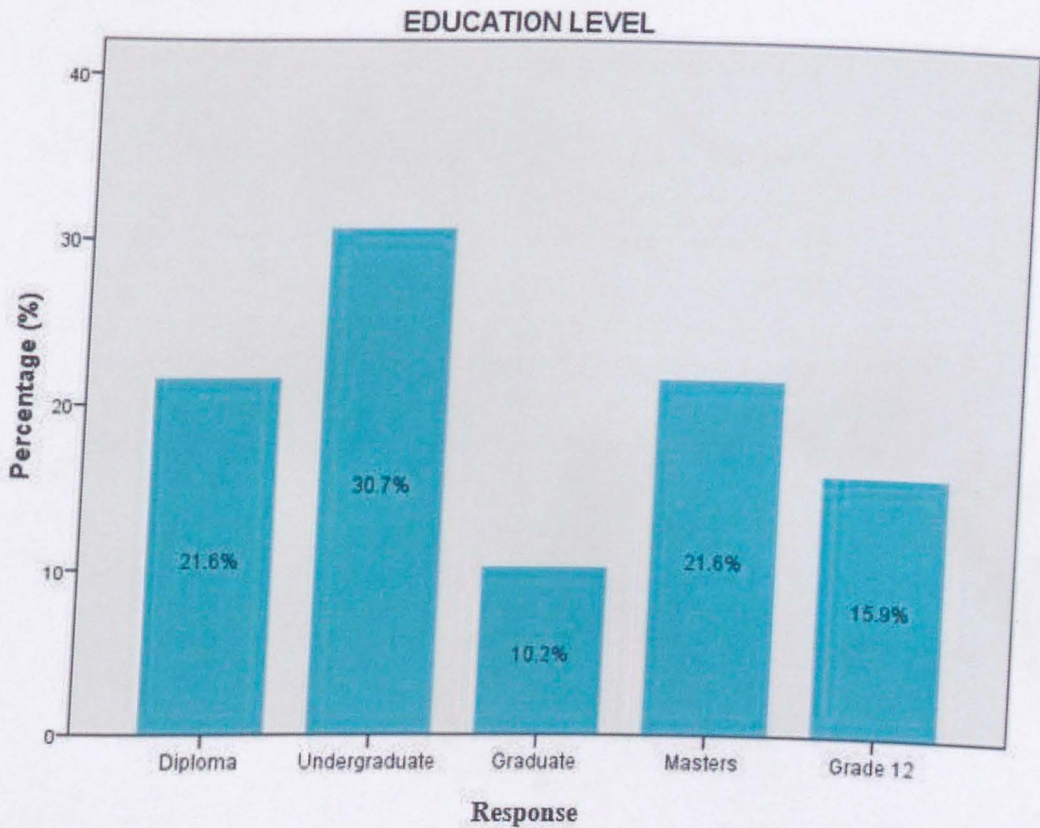


Various age groups of the respondents

The general information also considered the age of the respondents. Most of the respondents were 35 as represented by (39.8%) aged between 31-40 years and then followed by 26 respondents (29.5%) who were between 41-50 years. Those who were young (20-30 years) accounted for 14 respondents, equivalent to (15.9%) of the

respondents and the oldest people ageing 51-60 years were 13 respondents (14.8 %). This is an indication that the be that the respondents were mature enough to give meaningful responses for the survey.

Educational Level



This study also looked at the educational level of the employees. The study results indicated that there were 19 respondents (21.5%) who had a Diploma while 27 respondents (30.68%) who were the majority had an undergraduate qualification as their highest qualification. Those with masters were 19 respondents and accounting for (21.5%) and the lowest number of respondents were 14 (15.9%) people only has a grade 12 certificate. This is an indication that that the respondents were educated enough to

understand the survey questions and to respond meaningfully. However, since the study looks at ERM, the study also tried to determine whether there is a significant association between the level of education and employees joining a Union and this was tested using Chi-Square test.

Appendix III: Permission Letter from NBS



08 July 2020

TO WHOM IT MAY CONCERN

Re: MBA Management Strategy ,Student – Ms. Saara Kaunapawa Kalili Student Number-200320068

As part of our Masters Programme, students are expected to submit a research report after completion of their course-work. They need to explore in detail, some concepts and issues pertaining management strategies. To do that effectively, they need to conduct interviews and obtain practical examples.

Ms. Kalili has chosen your organization to approach for information. It is against this background that I wish to kindly request you to assist Ms. Kalili with the information she requires. Accept our assurance that the data will be used for academic purposes only. A copy of the completed document will be available at the Namibia Business School for perusal. Her research synopsis indicates that her topic touches on "An investigation of employee relations management and its effects on employee performance at Namibian Correctional Service".

Your kind assistance is highly appreciated.

Yours sincerely

Greenfield Mwakipiga

Senior Research Co-Ordinator

Namibia Business School

University of Namibia

Tel: +246 61 413 500

Fax: +246 61 413 512

Email: mwakipiga@nbs.edu.na



340 MandumeNdemufayo Ave. – Private Bag 16004 – Pionierspark – Windhoek – Website: www.nbs.edu.na
Tel: + 264 (61) 413500 – Fax +264 (61) 413512 – E-mail: info@nbs.edu.na

Appendix IV: Authorisation Letter to conduct the study at WCF issued by NCRST



AUTHORIZATION OF RESEARCH PROJECTS

Authorization is hereby granted in terms of section 21 of the RST Act No. 23 of 2004, for

Name: Saami Kasimpasa Kalili

Address: PO Box 20000,
Windhoek

Coworkers: None

Certificate Number (if applicable): RCTV0002010

Authorization No: AN20200902

Type of research:

Non-Commercial research and the use of the resources be limited to what is specified in the proposal

Title of Research authorized:

An investigation of employee relations management and its effects on employer performance at Namibian
correctional services

Locality:


Windhoek Correctional Facility

Duration: 09 September 2020 - 30 September 2021

Research/Sample collection conditions:

1. Adhere to COVID-19 safety regulations.
2. See page 2, where applicable under research/collection permit conditions.

Yours sincerely,


Ms. Enid Karamon
Acting Chief Executive Officer



Head Office
100 000 National Road / Projects Building | 061 22 11 200 | www.ncrst.na
P.O. Box 10000 Windhoek | 061 22 11 201 | info@ncrst.na



RESEARCH/COLLECTING PERMIT CONDITIONS

1. You must report to the Park Chief warden and / or Regional Office of the Ministry of Environment and Tourism prior to arrival in fieldwork area, and must present your permit.
2. This permit does NOT entitle the holder to free entry to the protected areas or state land outside protected areas.
3. For Field work in National Parks you have to make arrangement with park management in advance prior to arrival in fieldwork area.
4. Voucher specimens should be deposited with National Museum of Namibia.
5. If you would like to export samples of specimens you must loan them from the National Museum of Namibia.
6. To conduct research work in the rhinos and elephants range all persons listed on the permit must be in possession of a police clearance certificate.
7. The permission of the land owner is required to work/collect on private lands.
8. The permission of the concession holder is required to work/collect in concession areas.
9. The permission of the communal authority is required to work/collect in communal areas.
10. No commercial filming will be permitted without prior approval by the Ministry of Environment and Tourism under this permit.
11. Duplicates of publications and / or final report should be made available to the Ministry of Environment and Tourism and also the final report.
12. The specimens and their derivatives may be used for the purposes of this study only and may not be patented, commercialised, donated or sold to a third party without the written consent of the Ministry of Environment and Tourism.
13. All results (raw materials) or technology derived directly or indirectly from this research must be made available free of charge without reservations to the Ministry of Environment and Tourism.
14. A report on the work conducted under this permit must be submitted to the Ministry of Environment and Tourism not later than one month after the expiry of this permit as well as to regional office in whose area research was conducted.
15. Applications for renewal of this permit must reach this office at least three months prior to the expiry of this permit.
16. Habitat destructive collecting methods must not be used.
17. Veterinary restriction may apply in the case of movement of samples and it is the applicant's responsibility to obtain such permits.
18. Foreign (or destination) wildlife import, and veterinary import permits may be required.
19. CITES import permit from the country of the destination is required for the application of export permit for CITES-listed species.
20. All field teams must be in possession of the permit and permit copy must accompany the transport of specimens.
21. You are subject to all conditions listed on the entry permit to any of the protected areas unless specifically exempted.
22. Failure to adhere to the conditions will lead to cancellation of the research permit.
23. It is your responsibility to make the necessary contacts and arrangements as specified above.



The Rev. Dr. Greenfield Mwakipesile

ThD, MBA, HBS | mwakipg@outlook.com

CONTACT

PO Box 99539,
UNAM,
Namibia

LANGUAGE & COPY-EDITING CERTIFICATE

5th November 2020

RE: LANGUAGE, COPYEDITING AND PROOFREADING OF SAARAI KAUNAPAWA KALLI's THESIS FOR THE MASTER OF BUSINESS ADMINISTRATION DEGREE OF THE NAMIBIA BUSINESS SCHOOL OF THE UNIVERSITY OF NAMIBIA

This certificate serves to confirm that I copyedited and proofread **SAARAI KAUNAPAWA KALLI's** Thesis for the **MASTER OF BUSINESS ADMINISTRATION DEGREE** entitled: **AN INVESTIGATION INTO EMPLOYEE RELATIONS MANAGEMENT AND ITS EFFECTS ON EMPLOYEE PERFORMANCE AT THE NAMIBIA CORRECTIONAL SERVICE**

I declare that I professionally copyedited and proofread the thesis and removed mistakes and errors in spelling, grammar, and punctuation. In some cases, I improved sentence construction without changing the content provided by the student. I also removed some typographical errors from the thesis and formatted the thesis so that it complies with the University of Namibia's guidelines.

I am a trained language and copy editor and have edited many Postgraduate Diploma, Masters' Thesis, Dissertations and Doctoral Dissertations for students studying with universities in Namibia, Zimbabwe, Eswatini, South Africa and abroad. I have also copy-edited company documents for companies in the region and abroad.

Please feel free to contact me should the need arise.

Yours Sincerely,

The Rev. Dr. Greenfield Mwakipesile



greenfield.mwakipesile



@mwakipg



+264813904794



Dr. Greenfield
Mwakipesile